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MARKETING ENVIRONMENT AND MARKETING
COMMUNICATION ANALYSIS FOR SUPERMARKET O.

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The purpose of this thesis was to develop an marketing environment and marketing communication analysis for Supermarket O., which is an Asian food supplier with a grocery store located in Hakaniemi, Helsinki. The company deals with both business customers and consumers by supplying Asian products and offering related services in this market. Yet this analysis was only focused on regular customers rather than its business customers. Research objectives were: to analyze marketing environment, identify customer range, and analyze means of marketing communication that is currently used by Supermarket O.

Theoretical frame of this thesis was structured by competitor analysis, SWOT analysis, marketing position analysis, customer segmentation, and marketing communication mix. The analysis of competitors, SWOT and market position were functioned as the basis of building up ideas towards target customers. Customer segmentation helps to identify the target customers, which is also a basis for analyzing marketing communication methods.

For the empirical part, surveys, interviews, and observations are the three data collection methods. In the meanwhile, I have observed in supermarket O. as well as in competitors' stores. Implementation tactics and empirical practices offered in the part of marketing communication mix, and they are supported by collected data from marketing research. In the interview with general manager of supermarket O., I have determined the usefulness and practicalbility of different means of marketing communication.

The objectives of the plan were successfully reached by implementing theoretical framework and empirical research.

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1. INTRODUCTION

Supermarket O. is an Asian product supplier with an Asian grocery supermarket, located in Helsinki, Finland. This medium sized company is founded in the year of 2008 and its main business is to provide Asian product supplies to both business customers and consumers. Currently, the market share of Supermarket O. is approximately 20%, for supplying the food and kitchenware supplies of Chinese restaurant in region of Helsinki, Vantaa and Espoo. (X.Y. Zhou, Manager Interview on 27 March 2011) Wedging in the middle of the market is the main motivation for developing this analysis; the main objectives of this plan are: marketing environment analysis, customer range identification, and analysis of marketing communication tools that is currently used by the supermarket. However, this thesis only focuses on the consumer segment of Supermarket O's business.

Supermarket O. intends to develop its customer range and gain more market share. I have identified marketing communication as the first step to take in obtaining more businesses. Because Supermarket O. has been founded for 2.5 years, which is quite short time compare to other competitors. Certain numbers of customers who do not know that the store exists and interaction level between Supermarket O. and its customers is low. Despite with those customers who have strong customer loyalty (Chinese customer), such marketing communication methods do not work for long run until a sufficient customer relationship has created. The thesis will provide the analysis of the marketing communication methods of Supermarket O. and give recommendations for its future customer communications.

The beneficial of the research are both Supermarket O. and I. From this thesis, Supermarket O. is benefited by offered marketing researches, which managers can get accurate and sufficient answers from customers about their concerns. Since I have been worked in Supermarket O. as a part-time worker from February 2010 till October 2010, I have to chance to communicate with customers and I am familiar with all the working process of Supermarket O. This experience has enabled me to discover problems under surface and helped me a lot in the analysis as well.

2. RESEARCH OBJECTIVES

2.1. Research Objectives

Objective of this research is to analyze the marketing environment of Asian food industry in Finland, which helps Supermarket O. to identify its way to reach and promote to its customers.

The outcome of the plan is expected to benefit the supermarket by: analyzing the marketing environment, which offers the supermarket an overview of its competitors and its own market position; identifying its customer range, which ensures that all the marketing communication activities are efficient to the right target; and analyzing different means of communication that is currently used by supermarket O., which provides the supermarket ways of reaching and promoting to its target customers.

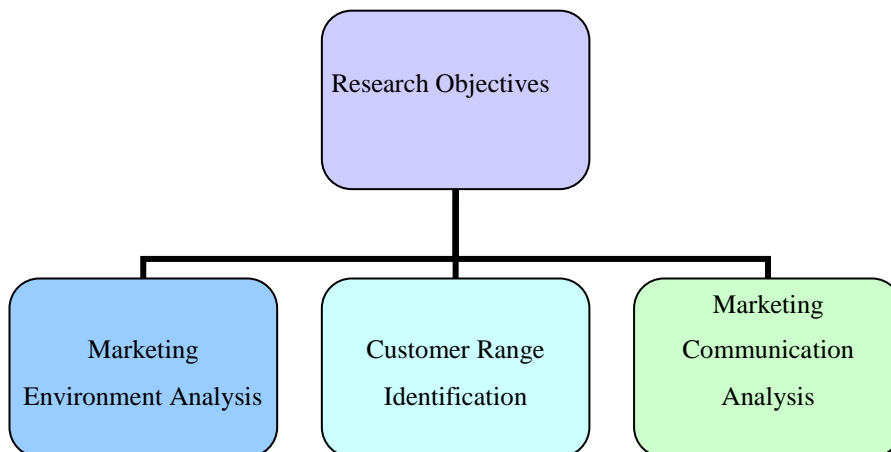


Figure 1. Research Objectives

2.2. Research Problems

The main research problems are as follows:

- Who are the target customers?

- Who are the competitors?
- What is the competitive position of Supermarket O.?
- How effective are the currently used marketing communication methods of Supermarket O.?
- What other marketing communication methods are also applicable to Supermarket O.?

2.3. Conceptual Framework

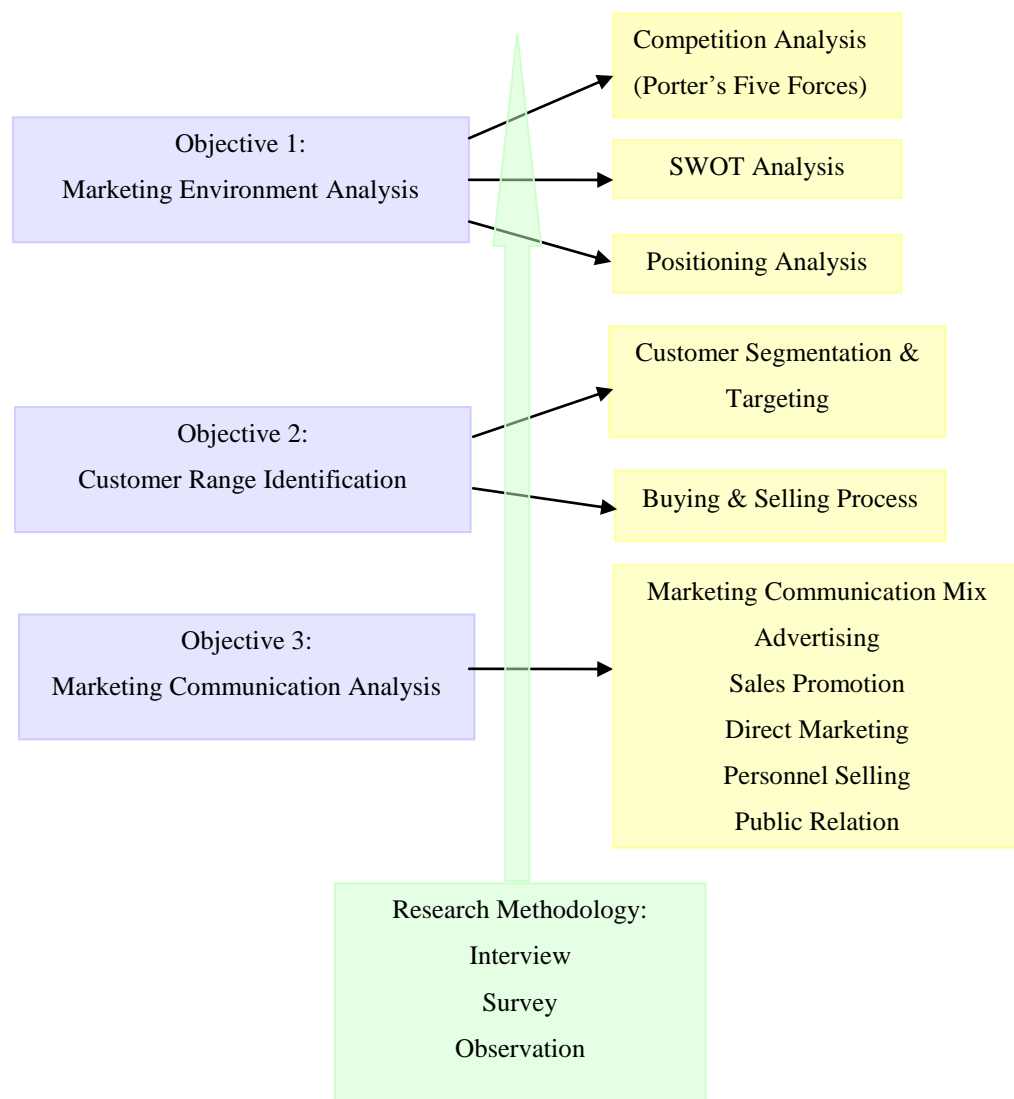


Figure 2 Conceptual Framework

The conceptual framework shows the main process and issues contained in my papers. Three objectives are achieved by using techniques that are arrowed to. Research methodology is the part that affects through all the process and analysis.

Competition analysis, SWOT analysis, and positioning analysis are three techniques used to analyze marketing environment. These three analyses are based on information gathered by interview, survey, and observation. They intend to give reader a well understanding in the industry and competition.

To achieve the objective of customer range identification, I have identified customer segmentation and customer targeting, and introduced buying and selling process of supermarket O. These analyses are also based on empirical research results, which are gathered from interview, survey, and observation.

To analyze the marketing communication methods that are currently used in supermarket O., I have introduced marketing communication mix as the tool. Advertising, sales promotion, direct marketing, personal selling, and public relation are the elements of marketing communication mix. In this part I will evaluate the current marketing communication methods and exploring new practical methods for supermarket O.

Since this thesis only focuses on marketing communication, a broader concept of marketing, such as marketing mix (4 P's), is avoided. Process of implementations refer to the promotional activities that are useful to supermarket O., it is described and analyzed from the means of advertising, sales promotion, direct marketing, personal selling, and public relations. All of the ideas presented in the paper will be gathered by reliable source of information. Means of interview, customer survey, and observation are the methods of collecting information. Ideas of the promotional activities are strongly supported by empirical research results. Evaluation and Process Control is the omitted part in the thesis. Since evaluation work may take a very long time to run and process controlling is too detailed to be recorded in the thesis.

2.4. Limitation of Scope

The paper is going to present the main issues and activities of the marketing environment of Asian food industry and marketing communication methods of supermarket O. As the company is not only facing the regular customers in store but also having business to business (B2B) connections with Asian restaurants and Asian shops in other cities in Finland. In later texts, abbreviation of B2B (business to business) and B2C (business to customer) will be used. The research will be only focused on B2C market communication of the store, which means that B2B marketing issues concerning restaurants and Asian shops will be related but not necessary to be mentioned in the research. Analysis on different communication methods that are currently used by supermarket O. is presented in the thesis, and recommendations of other means of marketing communication that could be carried out for supermarket O. is also introduced. Yet the thesis is only detailed on introducing new methods, but not on implementing. However, several concepts are not conducted in the paper. It does not present too detailed work, for example for advertising, the paper only includes the following aspects: 1) how can advertising affect supermarket O.? 2) why advertising? 3) with whom supermarket O. should contact? In the version to Supermarket O. I have attached contact information of possible cooperators and advertising rate, but they are removed from the public version considering on business privacy.

3. RESEARCH METHODOLOGY

3.1 Data Collection Methods

3.1.1 Interview

Interviews with company manager and customers were used for different information. Semi-structured interview questions were prepared before carry them out. By semi-structured interview it means that all the interview questions are the same and there

are no specific answer alternatives for each question. Interviewees are free to use their own words.

However, interviews are somehow difficult to give in a supermarket, since usually shoppers don't like to be bothered and forced to spend their time on interviews. Therefore the interview questions were designed to evaluate customers' shopping experience and ask for customer's opinions towards products/services. Familiar customers (eg. friends) usually are easier to handle with by either interviews or surveys. All customer interviews did not take longer than 10 minutes considering on their shopping mood. Although some of the customers, such as friends, were able to take longer interviews.

Manager was another target to interview, and semi-structured interview questions were prepared for it. From the interview with manager, the author aim to get information on: competitor, company strategy, previous marketing communication methods, and manager's point of view towards different means of communication. While interview with the owner/manager can be longer but approximately 30 minutes.

The advantages of interview are: flexible, detailed response to the materials and people are more willing to speak their minds in personal interviews. However, the disadvantages are: time consuming, the outcome is difficult to analyze, and the information is difficult to identify its reliability. (Marshall et al 1995, 80-85)

Twenty customer interviews were arranged from 02 March 2011 till 31 March 2011. The language of interviews was in English and Chinese, and interview questions in both languages have been prepared and approved of by the client before carry them out. There were 10 of the interviews are carried out in the store, with regular customers, and 10 of the interviews were carried out in author's home, with friend customers. The friend customers are also regular customers of supermarket O., except one friend customer, who is an exchange student from Germany. Among the interviews, there were 8 Chinese, 6 Finnish, 3 Japanese, 2 Korean, and 1 Thai. Also, there are four out of twenty are occasional customers and 16 of them said that they shop here more than once a month. Usually I select customers who were waiting, or

the one who need help in choosing products. Interview with this kind of customers are not that often to be refused. Interviews were recorded with permission and the data was used for analyzing customer's satisfaction level.

Customer interview questions are presented in APPENDICES 1 and APPENDICES 2, in both English and Chinese.

Interview with the general manager, Mrs. X.Y. Zhou, was arranged on 27 March 2011. Since the manager is Chinese, the interview was carried out in Chinese language. From this interview I got information about the competitors, target customers, organization self position, marketing strategy, maximum budget and manager's thoughts about various means of marketing communication. Interview was recorded with permission.

Manager interview questions are presented in APPENDICES 5, in both English and Chinese.

3.1.2 Observation

I have participated in the supermarket as one of the sales person to observe customers' behavior towards products, prices, and some other issues from January 2010 till October 2010. However, there is not only observation of customers of the store, but also observation of the competitors. It was not possible to interview managers/owners of the competitors, thus the way of observation and store visit was the method of getting information of competitors. Observation of competitors was carried out by visiting competitor's stores, and having daily conversation with Supermarket O.'s customers about competitors. Usually customers like to talk about the competitors when they are either not very satisfied with them or very satisfied with them. Consumers are like mirrors, showing how the competitors perform in their minds. Observation with purpose started on 02 March 2011. Observation lists were created to simplify the observation data. The observation lists were created in the term of tick boxes, in which the author had crafted several issues that may affect customer segmentation and customers' notification towards current marketing

techniques. One observation list was used for daily observation on customers' behavior and daily/weekly sales promotion from 02 March 2011 to 31 March 2011. (Available in APPENDICES 3) The other observation list is used for "Chinese Tea Testing Trial" from 26 March 2011 to 27 March 2011. (Available in APPENDICES 4)

The advantages of observation are: low cost, flexible and easy to use, fundamental and critical in all inquiries, no lies, and essential in interviews. The disadvantages of this method are: time consuming and the information is not objective. (Marshall et al 1995, 79-80)

3.1.3 Surveys

Two sets of surveys were offered in the supermarket. They were offered when people are waiting in the queue for paying, and they can drop the answers into a collecting box on the cashier. The questionnaire does not contain more than 10 questions so that the customers do not feel terrified in their first sight. Two customer surveys are carried out on two weekends. The first survey (11 March 2011 to 13 March 2011) is based on customers' satisfaction and the second survey (19 March 2011 to 21 March 2011) is based on customers' interests. Surveys are presented in both English and Chinese, and customers are asked of language before handing surveys. The advantages of this method are: large amount of information; and the outcome is easier to analyze. Disadvantages are: time cost is relatively high, and information is not informative. (Jankowicz 1995, 182-184)

Survey questions are presented in APPENDICES 6 (Survey 1, English), APPENDICES 7 (Survey 1, Chinese), APPENDICES 9 (Survey 2, English), and APPENDICES 10 (Survey 2, Chinese).

3.2 Ethical Issues

By the ethical issues, I have found several literatures related with the following points that are applicable to the case company.

- ✧ The research objective will be articulated verbally and in writing so that they are clearly understood by the informant, which includes a description of how data will be used.
 - ✧ Written permission to proceed with the study
 - ✧ The informant will be informed of all data collection devices and activities.
 - ✧ The informants' rights, interests, and wishes will be considered first when choices are made regarding reporting the data.
 - ✧ The final decision regarding informant anonymity will rest with the informant.
- (Creswell 1994, 165-166)

In customer and manager interviews, I have identified the objectives, and asked for interviewees' permission in recording, writing, and publishing their answers. Some of the observation results are achieved with permission by manager of Supermarket O., for instance the selling result of tea products in "Chinese Tea Testing Trial" observation. However, in processing surveys, I did not put notifications of objectives on survey papers.

3.3 Data Analysis

Technique used for analyzing quantitative data is data matrix. Within a data matrix, each column usually represents a single variable for which data obtained. Each matrix row contains the variables for an individual case, which is an individual unit for which data have been obtained. For instance if the data have been collected through surveys, each row will contain data from one survey form. (Saunders et al 2003, 331) It is a simple method to gather the collected information in a logical and countable way.

Interview

Interviews results were gathered by interviews from 02 March 2011 to 31 March 2011. Total number of interviewee is 20, of which nationality structure is 8 Chinese, 6 Finnish, 3 Japanese, 2 Korean and 1 Thai. Since the interview questions are created on the basis of the thesis contents, interview results are inserted into relevant texts to support the ideas of the category.

Interview results were inserted in the following chapters: Chapter 4 Understanding of Customers for analyzing the best selling products; Chapter 5.1 Competition Analysis for Porter's Five Forces; Chapter 6.4 Direct Marketing for analyzing customers' opinion towards VIP membership system; Chapter 6.5 Sales Promotion for analyzing interviewees' previous experience in festival sales of Supermarket O.

Survey

Survey results are inserted in APPENDICES 8 and APPENDICES 11, right after the survey questions, for a better understanding of the content. Relevant survey results that needed to be analyzed are presented in the related texts.

Survey results in texts are presented in Chapter 6.7, for analyzing customers' previous experience of Chinese New Year celebration.

Observation

Observations were carried out during my working period and empirical research period. One special observation was for a testing trial promotion of supermarket O. Observation results are collected on paper with tick boxes. Results are presented in the form of matrix table and pie charts, and inserted in to related texts. Explanation and analysis are presented right after the results. In other words, statistics and research results are aim to support the ideas of analysis.

Observation results were inserted in the following chapters: Chapter 4 Understanding of Customers for analyzing customer buying behavior; Chapter 4.1.1 Customer Segmentation for segmenting customers' nationality; Chapter 6.5 Sales Promotion for observing in "Chinese Tea Testing Trial" and selling results after testing trial.

4. UNDERSTANDING OF CUSTOMERS

To identify, analyze and ultimately understand the target market and its buying behavior is considered as the first step in formulating a marketing communications

strategy (Wood 2002, 43). The brand belief is assumed to influence and precede consumers' brand buying behavior. (Winchester et al 2008, 28).

It is necessary to analyze the needs, buying behaviors, and attitudes of the customers in the general markets. Marketing researches help firms to find the most effective tactics to satisfy customers profitably and set the foundations for decisions about target market and customers. Yet companies still need to dip under the surface to understand the problem and therefore find the solution. (Wood 2002, 43)

Hence, a thorough understanding of customers' motivation and how this can help to position brands successfully to mutually benefit company and consumer is a prerequisite for successful communication. It is well explained in the figure below by interpreting the consumer and marketer perspectives of three of the stages of the decision making process.

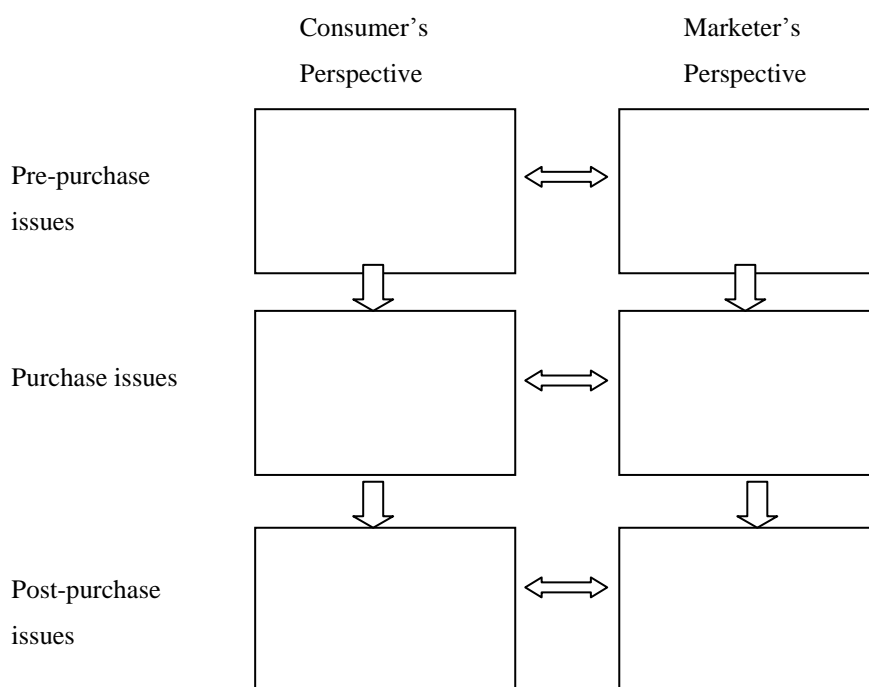


Figure 3. Issues in marketing communications and buyer behavior
(Solomon et al 2002, 6)

Consumer's and marketer's perspective in customers buying behavior could possibly be differed from Pre-purchase issues, Purchase issues and Post purchase issues. The communication and buying behavior through these three aspects of issues affects each other between customer's and marketer's perspective.

Pre-purchase issues refer to the difference between consumer needs and wants of product purchasing. The smaller the difference is, the more accurate prediction is. The difference of purchase issues between two perspectives determines that marketer's and consumer's perception may be different during the purchase. Eg. A marketer may intend to achieve a certain result in one promotion, which is expected before the promotion carries out. Yet as a consumer, he/she might have different perception of the promotion, which could possibly lead to a different result from marketer's perspective. Post-purchase issues determine the perspectives in after-sale service, guarantee, etc. The means of post-purchase issues are usually partly reflect consumers' individual perceptions, and partly the desired organizational position for the brand. (Dahlen et al 2010, 53)

From the aspect of the case company, understanding of customers is the more accurate the better. An accurate marketing communication plays an essential role through three issues presented in Figure 3. It helps marketers analyze customers buying behavior.

Interview, as one method of marketing research, has gathered the following answers from consumers about their favorite products of supermarket O. Table 1 includes the product category, numbers of consumers who bought such product, and consumers nationality.

Table 1. Best Selling Products and Answered Nationality

Ingredients	11	8 Chinese + 2 Finnish + 1 Thai
Rice	10	7 Chinese + 3 Finnish
Snacks	9	6 Finnish + 3 Chinese
Fresh Vegetables	9	5 Chinese + 1 Finnish + 2 Japanese + 1 Thai
Noodle	8	5 Chinese + 2 Korean + 1 Finnish
Frozen Stuff	7	4 Chinese + 3 Finnish
Other	12	

Table 1 tells interviewed customers' favorite products, and this result is differed by their nationalities. As far as I have observed, Chinese customers tend to be more interested in typical Chinese food products, such as ingredients, snacks, noodle, etc. On the other hand, they are not very in to other goods such as China decorations, kitchenware, and products from other countries. However, Finnish customers and customers from other European countries are quite into goods with the following special features: 1) Foodstuffs that are cheaper than Finnish supermarkets, such as frozen king prawns, scallops, rice, etc. 2) Food products that are typical from Asia, and are not available in Finnish supermarkets, such as Thai fish sauce, various fresh vegetables, Korean kim chi, Cantonese dim sum, etc. 3) Non-food goods that are not available in Finnish supermarkets, such as bamboo steamer, Asian featured porcelain kitchenware, etc. Customers from other Asian countries such as Japan, Korea, Thailand and Vietnam tend to be more interested in products from their own countries. The analysis is also based on observation results of customers' buying habit, which as shown below:

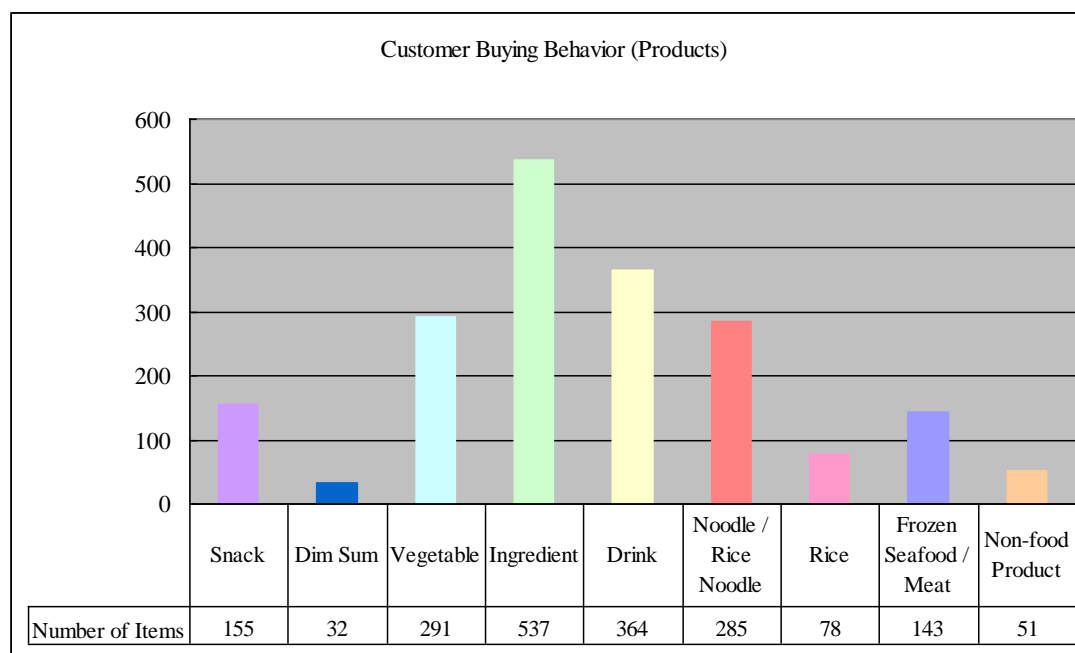


Figure 4. Customer Buying Behavior (Products)

Products bought by observed customers. Products are divided into 9 categories with observation tick boxes, and the result is collected by observation from 02 March 2011 to 31 March 2011.

4.1 Segmentation and Target Customers

4.1.1 Customer Segmentation

Market segmentation is the primary foundation of determining marketing communications objectives. Market segmentation is the process of grouping customers within a market according to their similar needs, habits, or attitudes that can be addressed through marketing. The segment of the overall market that a company chooses to pursue is the target market. (Wood 2002, 54-55) The main objective of market segmentation is to identify distinct segments, which is defined as sizable groupings of consumers or business customers with similarities that respond to marketing efforts.

Concerning on the kind of business that supermarket O. is, it is necessary to take a glance on the statistics of the foreigners in Finland beforehand. According to

statistics Finland, from year 2009 to 2010, foreigners in Finland are from the countries distributed into the following table.

Table 2. Foreigners in Finland (Statistics Finland Official Website)

Country of citizenship:	2009	%	Annual change %	2010	%	Annual change %
Estonia	25 510	16,4	12,9	29 080	17,3	14,0
Russia	28 210	18,1	4,8	28 426	16,9	0,8
Sweden	8 506	5,5	0,8	8 510	5,1	0,0
Somalia	5 570	3,6	13,2	6 593	3,9	18,4
China	5 180	3,3	12,1	5 559	3,3	7,3
Iraq	3 978	2,6	22,9	5 024	3,0	26,3
Thailand	4 497	2,9	14,4	5 021	3,0	11,7
Turkey	3 809	2,4	11,1	3 973	2,4	4,3
Germany	3 628	2,3	3,6	3 715	2,2	2,4
India	3 168	2,0	15,8	3 468	2,1	9,5
Others	63 649	40,9	8,0	68 585	40,8	7,8
Total	155 705	100	8,7	167 954	100	7,9

Based on the facts of amount of foreigners, especially Asian foreigners, more specified customer segmentation can be achieved by the numbers gained from author's daily observation. Observation is one of the main methodologies in marketing research, through this research method, the B2C customer of Supermarket O. can be divided as:

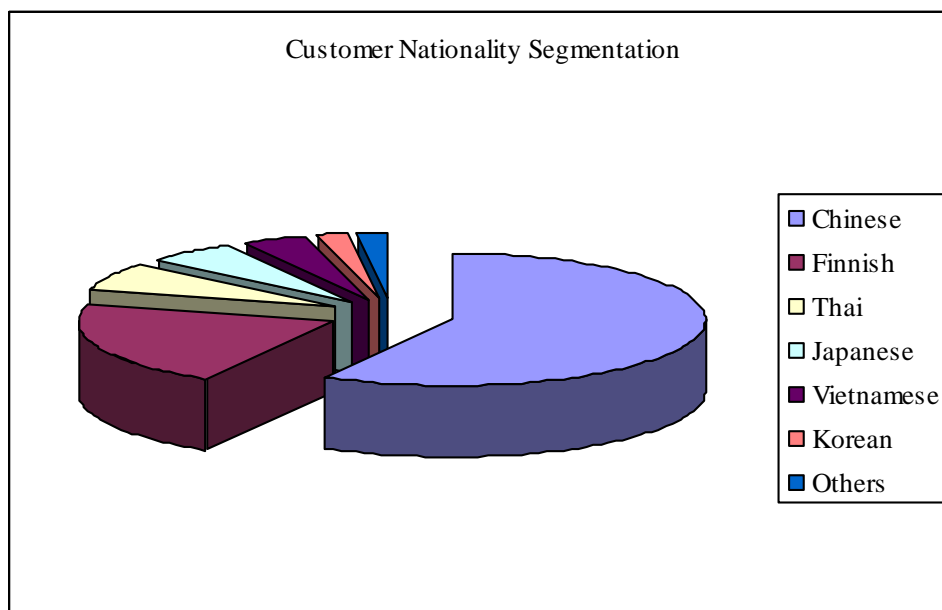


Figure 5. Customer Nationality Segmentation of Supermarket O.

The result is gather by observation from 02 March 2011 to 31 March 2011.

These customers are divided by nationalities as shown above. Among the customers that the author observed, 61% are female and 39% are male, main aging group is between 20 years old and 40 years old.

As far as marketing communications is concerned, segmenting by the degree of purchase or likelihood of purchase provides a more meaningful method. (Dahlen et al 2010, 57)

Current customers by age group

If we take a closer look on the aging groups, it is not difficult to find out that: people between 20 years old to 30 years old are the biggest buying group; people between 30 years old to 40 years old occupied the second place; on the third place is people aged more than 40 years old and youth between 10 to 20 years old.

From the statistics above, current customers of supermarket O. can be segmented into three big segmentations.

- Chinese people who live in Finland (Main Source of Customers)

Since these customers are aware of supermarket O. already, business within Chinese community is easy to expand. The main marketing communication activity to these customers must aim to maintain a strong customer relationship in order to sustain a long-term customer resource.

- Customers who come from Japan and other Asian countries (Second Largest Customer Segmentation)

This type of customers is difficult to determine. Since they are originally from various countries, speak different languages and they have different needs. They are the kind of customers that are difficult to sustain a strong customer loyalty and are easy to switch among competitors. The marketing communication method towards these customers must determine to satisfy their needs, and sustain the customer relationship.

- Finnish people (Third Largest Customer Segmentation)

Local Finns are the largest potential customer resource. Because of cultural differences, Finns are not yet a strong customer segment of supermarket O. However, this can be eventually solved by attracting more local customers and digging into their minds to call for something exceeds their regular needs. Marketing communication methods to reach these customers have to be close to their daily life, in order to gain their recognition and explore their potential needs.

4.1.2 Target Customers

Target audiences are defined by Rossiter and Bellman (2005, 81) as ‘the group or groups from whom most of the action attributable to the campaign will come.’

Although statistics shown that customer segmentations are as listed above, target customers in general manager, Mrs. X.Y. Zhou’s mind is a bit different.

Target Customers of Supermarket O.

- Chinese consumers and business customers in Finland.

People who are in need of local Asian products, this amount of people are the ones supermarket O. aimed to sell its products.

- Local Finnish people

In Mrs. X.Y. Zhou's opinion, local people are the biggest population of one country. No matter how strong influence supermarket O. has gained in foreigners, it is still a small share. Winning local customers is the way to develop the store. Mrs. X.Y. Zhou also admitted that Asian supermarkets are not yet competitive in dominate market so far.

- Customers from other Asian countries.

Certain number of immigrations from Thailand, Vietnam, and Japan enter Finland annually. Supermarket O. also offers products from these countries. Since these customers are strongly influenced by products and prices of different stores, especially business customers. Mrs. X.Y. Zhou said that they are difficult to maintain a long-term relationship, and that is why they are the third target customers.

(X.Y. Zhou, Manager Interview on 27 March 2011)

4.2 Buying and Selling Process

There are various theories and rational frameworks available to demonstrate the relationship between buyer behavior and marketing communications, and there are also a lot of models describe the customer buying process. The figure below presents a combined model of consumer buying behavior, decision-making process and buying processes. Furthermore, the boxes on the right of the figure state the possible marketing communication objectives, and the figure appears as follows:

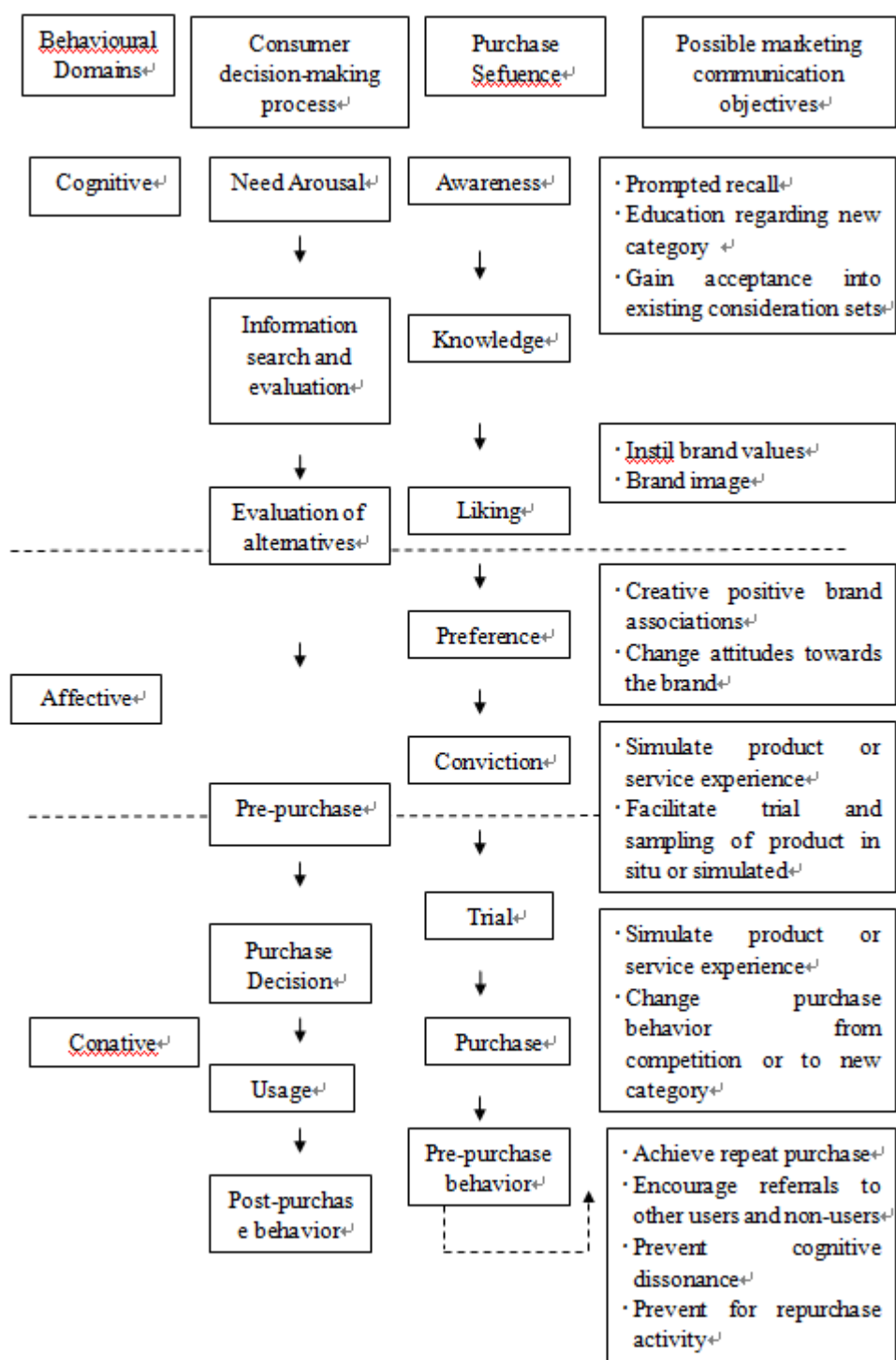


Figure 6. Objectives, effects and communications

(Belch and Belch 2001, Blackwell, Miniard and Engel 2006, Pickton and Broderick 2005, cited by Dahlen 2010)

The three boxes below behavioral domains refer to the three elements of customers' attitude change: cognitive, affective and conative. The boxes under consumer decision-making process refer to the rational sequential elements that affect

consumer decisions making. In the last line of boxes, which is titled as the “Purchase Sequence”, simply indicates the customer buying process. This model of buying process can be demonstrated by considering the purchase. In addition, the last arrow directs to the top means that all of the process cycles in a rotation, in other words, it goes back to the top after the last step is done. (Dahlen et al 2010, 86; Smith 1993, 70-72) It shows how the brand recognition and brand recall work in conjunction to associate brand identity with category. With brand recognition, customers associate the brand identity with the category.

If the figure applies to food purchase, it can be described into three steps. First of all, when people are buying food, they have to recognize that they need food and define what kind of food they need. If they are familiar with what they need, they may not need to take too much time in comparing and searching for information. However, if they are not familiar with what they need, they start to collect information of the food product. For instance they may look for recipe, compare different food options, search for shops and compare different brands. People tend to be more cognitive in the first step and their choices are very much depend on their own acknowledgment of both their previous experiences and the information they collected.

Then, people walk into shops and their buying behavior comes into the affective process, in which appears a niche between what people need to purchase and what people want to purchase. In this step people change into customer. For example a lady wants a bottle of soya sauce and she walks into Supermarket O. She finds that there are basically two kinds of soya sauces for different usage. After reading the instructions and inquiring the sales person, she finds out the differences between two kinds of soya sauces. She starts to wonder which one to take and clarify what she needs and what she wants. Once the lady finds her preference between two options, she may reach to “conviction” with that preference eventually.

The final part is conative. In this step customers can possibly change into consumers. They start to use the product or sample and then they reach to their final purchase decision. The usage of the product determines their post purchase behavior which reflects to customers’ perceptions and company position in customers’ mind. Here is another example: “Try Our New Biscuits!” This is a promotion used to be carried out

in Supermarket O. Customers walk into the shop and see free biscuits. Some of them are not interested at all, such as middle aged man, yet some of them ask for a try. After the trial they decide whether to buy it or not, and moreover, the trial or the consumption of the biscuit may affect customers' next shopping.

5. MARKET ANALYSIS

5.1 Competition Analysis

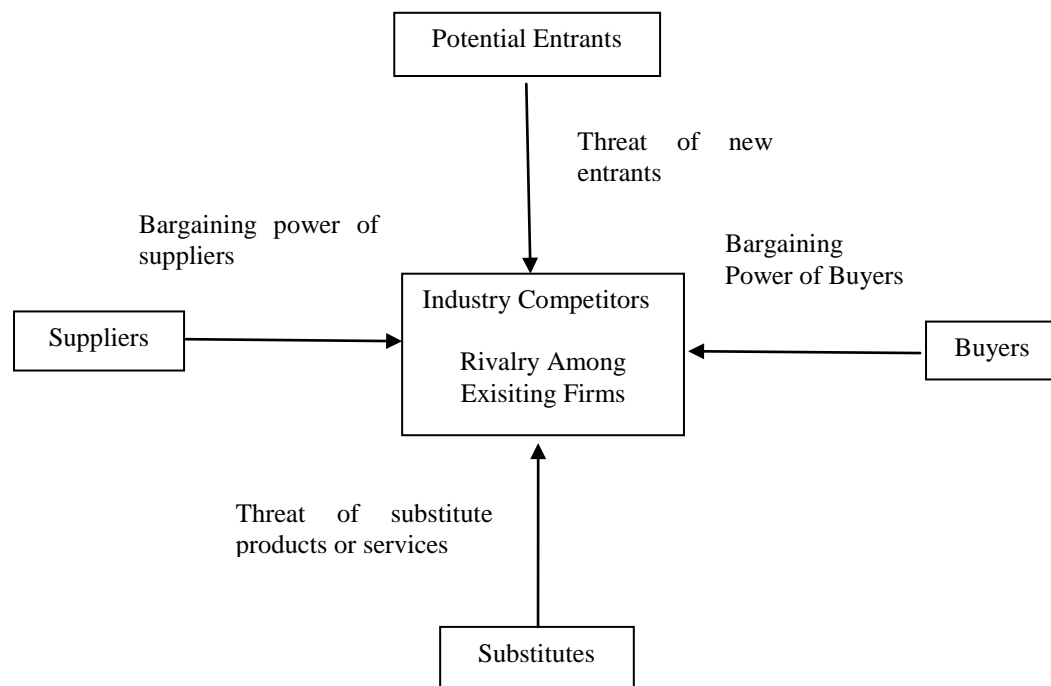


Figure 7. Forces Driving Industry Competition
(Porter 1980, 4)

The Five Forces Model (Porter 1980) was developed as a summary of the main forces which determine how attractive an industry will be. This model is frequently used to analyze the state of an industry and its main competitors. (Mawhinney 2008, 45) The components of this model are the five forces that determine the intensity of the industry competition.

Information of competitors of supermarket O. is collected through interviews and daily observation. Since it is not possible to have interviews with competitors, I have visited their stores very often and during my part-time working experience in supermarket O., I have acknowledged customers' opinions from daily conversations. Interview with general manager, Mrs. X.Y. Zhou also mentioned the topic of competitors, the answer of such is inserted in the following analysis combined with my understanding.

Table below (Table 3.) shows the interview results of the question "Why do you choose us rather than other Asian supermarkets?" Interviewees' reasons for choosing supermarket O. with their nationality are categorized and listed in the table. Different answers have different concerns about the store and its products/services. Statistics were gathered from 20 consumers during the empirical research, 02 March 2011 to 31 March 2011, by the mean of interview.

Table 3. Reasons for Choosing Supermarket O. and Answered Nationality

Price	5	All Chinese
Product	14	8 Chinese + 2 Finnish + 2 Japanese + 2 Korean
Service	7	3 Chinese + 3 Finnish + 1 Japanese
Convenient Location	7	2 Chinese + 4 Finnish + 1 Japanese
Shopping Environment	8	3 Chinese + 4 Finnish + 1 Thai
People (Good Customer Relationship)	6	4 Chinese + 2 Finnish

Threats of Potential Entrants

Both existing and potential competitors would influence the industry competition degree. The threat of new or potential entrants usually based on the market entry barriers. Entry barriers exist whenever it is difficult or not economically feasible for an outsider to replicate the incumbent's responsibility. (Porter 1980, 5)

In the case of supermarket O., there are several new brands started to entry the industry. Including China Products Market locates in Sörnänen, and Japanese Supermarket named Tokyokan locates in Kamppi. These stores mentioned are entering the market in the terms of establishing their own brands; however, other

new entrants such as Blue Dragon are entering the market by presenting their products in existing main Finnish supermarkets such as Prisma and City Market.

Supplier Power

Supplier's bargain power is determined to influence organization profitability and product competitiveness mainly through the increased input prices and lower unit value of the product quality. Supplier's bargain power depends on what input factors do suppliers provide to buyers. The ability to charge customers different prices in line with differences in the value created for each of those buyers usually indicates that the market is characterized by high supplier power and at the same time by low buyer power. (Porter 1980, 6)

In the case company, inflation of Asian product prices directly affects the product price from each supplier. Different competitors have different supply methods, which causes a variety in product pricing among different Asian supermarkets. Considering on the costs would be involved in shifting new suppliers, current supplier's bargain power has increased. Yet supermarket O. is looking for new ways to develop a new term of supply chain.

Buyer Power

Buyers, primarily influences the industry profitability through lower prices and higher required product or service quality. The force is relatively high when there are few large players in the same industry, or there is a large amount of undifferentiated small suppliers.

Buyers bargain power is not very strong in the case. Concerning on the uniqueness and specialization of the goods that are selling in supermarket O., customers' choices are limited. However, global recession strongly decreased customers' buying ability. Buyers bargain power is stronger under this bad economy situation.

Threats of Substitutes

Two organizations in the same industry or in different industries may result in producing substitutes or alternatives to each other. Such competition rises from substitutes will influence exit competitor's competitive strategy. The threat of

substitution is also affected by switching costs, which refer to the costs in areas such as retraining, retooling and redesigning that are incurred when a customer switches to a different type of product or service.

More and more Asian product brand started to supply Asian food products in Finnish supermarkets, mainly in City Market, and Prisma. Although most of the brands are not originally from Asia, but made in Europe, these brands of Asian food products are the most competitive substitutes in gaining Finnish local customers and Asian customers living in cities without typical Asian stores.

Industry Competitors

The degree of rivalry helps determine the extent to which the value created by an industry will be dissipated through head to head competition. This force determines the attractiveness of the industry on the other hand.

The main competitors of the industry are: Asian Supermarket and Vii Voan (Vietnamese Supermarket). These three stores locate in the same region of Helsinki. Since Asian Supermarket is the first-found store among the three, people get used to come to this region to shop Asian products. (X.Y. Zhou, Manager Interview on 27 March 2011)

5.2 SWOT Analysis

A key tool used in market situation analysis is SWOT analysis. SWOT stands for: Strengths, Weaknesses, Opportunities and Threats. The strengths and weaknesses refer to the internal factors that affect the company and its products/services. In other words, the company is able to change the strengths and weaknesses. The opportunities and threats are usually taken to be external factors that influence the company. The company itself has no control over both opportunities and threats. SWOT analysis helps marketers to understand and analyze the company strengths and weaknesses, and identify threats to the business as well as opportunities in the marketplace. SWOT analysis asks the questions and shows the problems that will

enable a company to rethink its status quo and to see through the advantages and disadvantages of its product/service. (Westwood 2006, 27-28)

5.2.1 Strengths

Product Uniqueness: Supermarket O. only supplies Asian food and Asian products which are not sold in regular Finnish supermarkets. Its products and vegetables are all originally produced in Asian and imported through Netherlands to Finland. As one of the most essential Asian food supplier in Finland, I believe that its product sort conquers one of the most important strengths.

Strong Geographical Location: The shop of Supermarket O. locates in Hakaniemi, which is right beside Hakaniemi Kauppa Tori and Hakaniemi Square in Helsinki. The outside windows of this shop are bright yellow and red, therefore people can notice it from the bus stops and metro exit beside Hakaniemi square. Besides, the oldest Asian supermarkets are located on the other side of the same building, which is as well an advantage to catch people's attention.

Strong Customer Loyalty: According to the statistics that are collected through observation, approximately 63% of the current customers are Chinese nationality.

Energetic Young Staff: Staff of Supermarket O. tends to be younger than other Asian supermarkets. Most of them speak English, Finnish, Mandarin, and Cantonese, and some of them speak Thai and Japanese. Language advantage and being energetic in working enhances the service quality.

Well-trained Sales People: Some of the products, such as Goji, Chinese Date, Rhizoma Dioscoreae (Chinese Yam), Ginseng, Angelica Sinensis (Chinese angelica), etc. are commonly used in daily cooking, but they also have medical functions and are used in Chinese medication. Sales people have to make sure they know about the products well, especially the ones that have medical functions.

Approved Customer Service: Supermarket O. offers service of delivery, customer order service, and on line orders.

Superior Product Quality: All the products are imported from the Netherlands and Sweden. Products are all passed the veterinary check of EFSA (Europe Food Safety Authority) and under the supervision of Evira (Finnish Food Safety Authority).

5.2.2 Weaknesses

Low Level of Brand Recognition: As far as I am concerned, the vital weakness of Supermarket O. is the vague brand image. Since this supermarket is neither the cheapest, nor the biggest. I believe that it has to have one strong competitive advantage to compete with others in the same industry.

Late Entry: Since Supermarket O. has been established 2.5 years ago, some of the potential customers are not familiar with this brand. Most of the customers tend to go to the Asian Supermarket, which had been in Helsinki for 12 years, or Vii Voan, which is a less-historical Vietnamese store that locates beside Asian Supermarket.

Unconversant Product to Finnish Customers: Besides customers' low recognition of the brand, another weakness of Supermarket O. is that most of the Finnish customers are not familiar with Asian food stuff. As one of the most essential customer segmentation, Finnish people's recognition of the brand and its products is vital to Supermarket O. Although there are a lot of Finnish people interests in Asian food and cooking, most of them are still do not understand or unfamiliar with Asian products.

Unstable Product Supply: This is one of the most crucial weaknesses. In most customers' opinion, a stable product supply is important no matter in B2B or in B2C business. A stable product supply creates a strong customer loyalty, in other words, customers intend to establish a long-term relationship when they can ensure that they would get stable supplements. However, product supply of supermarket O. does not

seem to be stable, it is quite often to have product shortage. As a matter of fact, this weakness is the basic of being uncompetitive with other Asian supermarkets.

5.2.3 Opportunities

Competitor's Transform: The oldest competitor has an internal revised transform of the company. Some of its regular customers start to doubt about its service, product quality and product supply stability.

First Chinese Owned Asian Supermarket: Chinese as one of the largest population of immigration in Finland, an Asian supermarket owned by Chinese brings a great opportunity and competitive advantage in the competition. Customer loyalty of B2C Chinese customers is relatively higher.

Large Develop Space: Chain-Store Development: There are about five main Asian supermarkets in Helsinki, two in Turku, one in Pori and one in Tampere. Except the competitors listed above, the market competition in other cities is still zero. Chinese restaurants and potential customers in other places bring a big development space for supermarket O. As a matter of fact, to open the second store in Oulu is one of the main objectives that supermarket O. aims to achieve within the next five years.

5.2.4 Threats

Global Recession: Global recession affects the buying ability of regular customers and business customers. Since Asian products are not the regular needed products for most of the Finnish customers, thus, a doom economy status strongly influences the buying ability of Finnish customers.

More Intensive Competition: Considering on the new entrants, recession, and Asian products price inflation, the competition becomes more intensive.

Inflation and Pricing: Global recession does not bring too much suffer to Finland; however, inflation in China has been a serious problem for international business, and certainly, it affects the pricing too. Compare with the prices two years ago, some of the prices have been doubled. This has caused complaints among customers. Hence, this unchangeable economy trend causes threats on maintaining customer relationship and loyalty.

Finnish Educational Strategy Change: As it is mentioned, Chinese is one of the main customer segmentations to supermarket O. Chinese student is the main stream of Chinese who live in Finland. One of the most attractive aspects of Finnish education is its free tuition but same educational level compare with most of the English speaking countries. Yet, Finnish education is no longer for free. This strategic change may affect students' decision making in choosing study countries. Furthermore, amount of potential loyal customers in the next years is in doubt.

Strengths Product Uniqueness Strong Geographical Location Strong Customer Loyalty Energetic Young Staff Well-trained Personal Seller Approved Customer Service Superior Product Quality	Weaknesses Low Level of Brand Recognition Late Entry Unconversant Product to Finnish Customers Unstable Product Supply
Opportunities Competitor's Transform First Chinese Owned Asian Supermarket Large Develop Space: Chain-Store Development	Threats Global Recession More Intensive Competition Inflation and Pricing Finnish Educational Strategy Change

Figure 8. SWOT Analysis for Supermarket O.

5.3 Market Position Analysis

Positioning is the communications element of the segmentation process in that the marketing mix needs to be communicated to the target customers. The communication should reflect customers' mind of the company or company

product/services and its competitors onto the positioning. Adopting customers' perspective and understanding customers' buying process are the two important ways to achieve a successful positioning. Additional, it is also essential to clarify how customers attach importance to specific attributes in their buying process. (Fill 2006, 79)

The creation of both category association and brand differentiation is the key to a brand positioning. Position acts as the driving force for the marketing tactics and company strategy, and sets the tone for the marketing research by comparing and discovering various key attributors that cause differentiation between the brand and its competitors. The source of marketing positions is the consumers; marketers must understand their buying behavior in order to uncover their views. A successful marketing position must help marketers to determine which attribute leads to the most meaningful differentiation and a competitive advantage that translates into sales. (Wood 2002, 65)

Position analysis is developed with the model of "Different Positioning Approaches" by Dahlen et al 2010. Different competitors in the industry are firstly explored by internet or other methods with addresses and contact phone numbers. Since some of the stores are recently founded, and not yet acknowledged. I have tried many ways to get the correct address to pay visits. Store visits are carried out in the period of observation and the competitors are positioned based on these facts: 1) customers' recognition, 2) size of the store, 3) how long has the store been in business, 4) interview with the manager of Supermarket O.

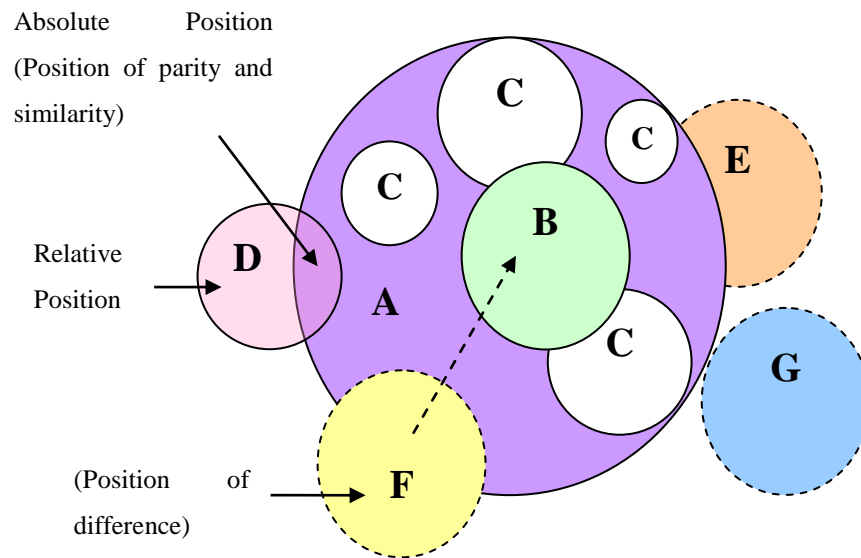


Figure 9. Different Positioning Approaches (Dahlen et al 2010, 140)

A: Category Space

It represents the total segment for Asian grocery stores, which consists the total range of current and potential customers in the market.

B: Central Dominant Position

Aseanic Market (Malaysian)

Locates in Hakaniemi, meters from supermarket O. and Vii-Voan. Aseanic Market is one of the oldest Asian grocery stores. Before it changed its stock holders, it has occupied 75% restaurant food supply. (Manager's Interview 2011) It sells Asian food stuff and kitchenware, facing to both B2B and B2C customers.

C: Competing Parity Brands

These brands achieve 'similarity' with other brands.

Vii-Voan (Vietnamese)

Another Asian grocery store locates in Hakaniemi, it is the second central dominant competitor in the market. It is founded in 1987, one of the oldest Asian grocery

stores in Helsinki. (Vii-Voan Official Website) Vii-Voan offers Asian foodstuff and kitchenware to both B2B and B2C customers.

China Products Market (Chinese)

The store locates in Sörnänen, Helsinki. Most of the products are from China, and in Chinese language. It offers similar products as Aseanic Market, Vii-Voan, and supermarket O. does. However, because its late entry and immature business mode, it does not form a strong competitive advantage yet. (Manager's Interview 2011)

D: Competing Differentiated Brands

These brands achieve 'Me-Too position' by being associated with the category and attached with some similar attributes but differentiated by having competitive advantage.

Tokyokan (Japanese)

Tokyokan locates in Annankatu, Helsinki. This grocery shop sells goods from Japan, including food, clothes, magazine, and kitchenware. Product category of Tokoykan is not quite same with Aseanic Market, Vii-Voan or supermarket O. Tokoykan does not offer products that are not from Japan, yet products of the other stores are from various countries of Asia. Tokoykan offers products that are typically from Japan, with a strong effect of Japanese culture, which is one of its main competitive advantages compared with Asian stores in the market. Differentiated products of Tokyokan, such as Kimono Coats, Sushi Courses, and Sarino Hello Kitty products. (Tokyokan Official Website)

E: Competing Peripheral Brands

These brands achieve 'typicality' whilst not directly competing.

Indian Market (Indian)

Indian grocery store mainly supplies typical Indian foodstuff. It does not form a direct competition in customers and products. However, as one part of Asian, Indian food is occupies a small proportion of products in Aseanic Market, Vii-Voan and supermarket O. (eg. Basmati rice, curry ingredients, etc.)

Jasmine Food (Indian)

A store locates in Hakaniemi metro station, main product range is from India and its neighborhood. Same as other Indian stores, rice and some ingredients are the main competing products. Beside this, it does not compete with main Asian stores directly.

Taj Mehal Afro Asian Market (Indian)

Another store mainly sells Indian food. Same as Indian Market, it does not compete with main Asian stores directly, but at some point.

F: Innovative late entrant

Achieving 'relative position' but differentiation distinguishes the brand in a significant way. These brands often appeal to central positioning.

Bangkok Center (Thai)

New opened small Thai food store, locates in Vilhonvuorenkatu, Helsinki. It contains typical Thai food, and as far as its product range concerns, it does not appear to be very competitive in the market yet. However, from the store visits, I believe that this store attracts certain amount of Thai customers away from supermarket O.

Dabin Oriental Food

A small grocery store sells Asian goods, its products are mainly from southeastern Asian countries such as Thailand, Malaysia, and Philipis. Since during the store visit (9th April 2011) I have not seen many people in the store, and the store has opened only for half year, I do not think it is a competitive competitor in the market yet.

G: Niche

These brands create a 'Me-Too differentiated' positioning with partially differences with the market leader. Radically different approach to how the market is served.

In the market of the case company, position of this category is the Asian foodstuff brands which are available in Finnish supermarkets. Since most of the Asian stores are not directly competing with Finnish local supermarkets, the substitutes available in Finnish local supermarkets are differentiated, but in a “Me-Too differentiated” way.

Prisma/S-Market

Prisma is one of the biggest chain supermarkets in Finland. It sells groceries including food, cosmetics, clothes, and daily commodity. Several Asian food brands are available in Prisma/S-Market. Since these supermarkets own fame, reputation, and history among Finnish customers, it is easier to attract the locals by such supermarkets rather than others. There are the following product brands provides Asian goods: Santa Maria, Blue Dragon, Kikkoman, and Pirkka.

City-Market/K-Market

Same as Prisma/S-Market, City-Market/K-Market also has the same Asian food brands in sale. From the aspect of attracting local customers, supermarket O. is absolutely uncompetitive to local supermarkets such as City-Market/K-Market. At this point, the sold Asian foodstuff in such supermarkets is the competitive products to supermarket O., however, natural character of local supermarkets and the case company is different, which means that a niche is between both parties. Competition between local supermarkets and foreign supermarkets is not formed directly yet.

6 MARKETING COMMUNICATION MIX

Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create and exchange value, and satisfy individual and organizational objectives. (Pelsmacker & Geuens 2001, 2)

The marketing communication mix is a subset of the marketing mix. Both marketing mix and marketing communication mix are tools to deliver communications and marketing strategies respectively. As Dahlen (2010, 277) noted that the marketing communications mix provides a menu of communication methods which can be used separately blended to achieve communication objectives and usually comprise advertising, publicity, sales promotion, packaging and personal selling.

According to Keller (2003, 820), the marketing communication mix includes five components, which are as follows: Advertising – including point of purchase

advertising, media advertising, place advertising and direct response/interactive advertising; Direct marketing – referring to the trade promotions; Promotions – being sorted into consumer promotions (B2C promotions) and trade promotions (B2B promotions); Sales – referring to all kinds of face-to-face personal selling; Public relations – involving events and sponsorships, publicity, and product placement.

6.3 Advertising

“Advertising relies on visual imagery to connect the perceptual with the conceptual, the signifier and the signified, the product and the product benefits.” (Schroeder and Borgerson 2003)

The objective of advertising is to initiate contact with the target audience, generate long-run purchase behavior and therefore increase sales. It is about processing information to motivate customers to make buying decisions. Since it is a one-way communication method, an issue that always is relevant in advertising is whether the target audience likes the communication or not. Advertising has shifted away from products towards the brand and the brand image and it has been forced to evolve in response to changes in media, technology, culture and audience. (Dahlen et al 2010, 289-300)

Advertising gains advantage that the other communication mix factors cannot achieve. Advertising has the ability to reach a large amount of audience, with which the other factors are not comparable. However, the investment in advertising is extremely high and the cost wastage appears higher than that of others and newer media. Therefore, although advertising is one of the mostly used methods, it involves with high cost and large amount of investment and frustrates a certain amount of users.

Based on the current competition, none of the competitors have arranged massive advertisement yet, such as TV advertisement, newspaper, magazine, or radio. The business seems to be run within a certain community - the Asian community. However, according to the interview with Mrs. Zhou, the general manager of

supermarket O., she reveals that supermarket O. intends to reach more potential customers exceeds the Asian community, which strongly refers to the local Finns. Mrs. Zhou also indicates that it is possible to use the method of massive advertisement through newspapers and journals in the future. Mrs. Zhou also said proudly that supermarket O. has gained attention in Finnish public society since the year of 2008; it has been interviewed by Helsingin Sanomat, Xin Hua News (China), and visited by Mrs. Tarja Kaarina Halonen, the president of Finland. (X.Y. Zhou, Manager Interview on 27 March 2011)

Based on the interview record with Mrs. Zhou, I have analyzed the flowing advertising methods of supermarket O.

In-store POP (Point of Purchase)

The advertising method of in-store POP has the strengths of low cost, flexible, persuasive and high attention-getting properties. However, it does not reach massive audiences, it only specifies on the shoppers. Displays are easy to be damaged as well. (Fill 2005, 610)

Supermarket O. has in-store POP, but it does not seem to be effective. This is based on the author's observation of the displays/posters. Except traditional product for traditional festival, for instance posters of moon cake for Mid-autumn festival. Typical traditional products are offered in a special period of time with limited amount. In-store POP is quite efficient under such circumstance; it acts as a reminder of the tradition and encourages customers to buy now. Yet in other situation, for instance cookie snacks and drinks, the buying rate of customers who noticed posters is around 20%.

Still, in-store POP is an important and practical method. Printouts of big discount notices are necessary. Notices on window and front door do not only deliver information to the shoppers, but also to the walk-bys. Current in-store POP of Supermarket O. is not yet strongly influenced among customers. Small tactics of in-store POP are also quite useful. Supermarket O. can buy paper card (examples shown as Photograph 1) to attract customers' attention. POP labels and POP posters are easy

and effective to use. Photograph 1 is cited from 100Pop on-line store, this on-line store provides such small things of in-store POP but they are easy to use.



Photograph 1. POP Lable (POP Lable, 100Pop on-line store.)

Newspaper

Since the method of newspaper advertising have not carried out before, in this advertising plan it is going to contain information and options of newspapers that can be possibly used by supermarket O. References and price lists of the newspaper is consisted in APPENDICES in the version for supermarket O., yet they are removed from the public version due to business privacy.

Helsingin Sanomat and Metro Newspaper in Helsinki can be the options for advertising. Reasons to choose these two newspapers are mainly based on their widely covered readers in Finland. Statistics show that Helsingin Sanomat currently has about million readers, strong regional coverage and national reach in the target groups that are the most able and willing consumers. The Helsingin Sanomat media family already reaches 1.9 million readers. (Strengths of HS Media Family, Helsingin Sanomat Official Website) Metro newspaper was launched in Helsinki in September 1999 and is distributed in subway stations, buses and trams in the greater Helsinki area under contracts with the Helsinki City Transportation Company and three other bus companies. Metro is also distributed by hand in the city centre of Helsinki and on the local commuter train stations. Finnish newspaper survey 2000

has confirmed that Metro has become the second most read newspaper in Helsinki. (Metro Becomes Second Most Read Newspaper in Helsinki 2001, Metro Official Website)

6.4 Direct Marketing

Direct marketing method is a highly targeted communication tool that allows for two-way interaction between buyer and seller, and since it goes straight to the customers it can often cut through the clutter and confusion of mass marketing. (Wood 2002 & Thomas 2007) Direct marketing targets direct and personalized the communications, and direct marketing creates a sustained relationship with target customers. (Dahlen et al 2010, 281) Direct marketing method is based on a comprehensive database of customer and prospect characteristic and preferences, usually there is a data base with customer names, addresses, and other relevant information. The direct marketing method is an effective way to concrete relationship between specific customers and the company.

Direct marketing is also used to formulate the target groups and help retailers determine the most profitable potential investments. Since the customers can be approached in a personal way, a personal conversation with a customer is effectively replaced by customer direct marketing approach. The potential impact that direct marketing communication created is more powerful than mass-media communication does. In addition, with the dialogues and strong relationships created with each customer and prospect, this component of marketing communication mix establishes a medium to long-term tactical commitment between retailer and its target consumers.

Mrs. Zhou, general manager of supermarket O., has mentioned that Direct Marketing tools are the main tools that have been used in marketing communication in supermarket O. Based on the character and serving target of the supermarket; internet is one of the best ways to reach customers such as students. Official website of supermarket O. is now in use, and Mrs. Zhou wishes that the resource of internet can be fully used in the future. (X.Y. Zhou, Manager Interview on 27 March 2011)

Direct Email

As one of the two main direct marketing methods that are currently used in supermarket O., main responsibilities of email service are to provide current sales promotion reminder, new arrived products information, festival reminder, and special changes information (Eg. Holiday opening hour). The advantage of it is low cost and convenient. However, this service is very difficult to measure its effectiveness.

Email has the advantage to reach a massive amount of current customers, and to update their memories about products. Compare with other communication methods, the cost of email is low, but it affects customers buying behavior silently. In my opinion, although it is difficult to measure its effectiveness, email is one of the best ways to inform customers about the store.

Statistics of following Table 4 are gathered from 20 customer interviews, which indicate interviewee's willingness to be reached by direct marketing methods of supermarket O.

Table 4 Promotion Notification

YES 11	Text Message	3	NO 9	Do not visit often	2
	Email	10		Do not like to be reached personally	4
	Phone Call	2		Do not live in Helsinki	5
	Other	4		Do not Familiar with most of the products	5

It is shown in Table 4 that among the 20 interviewees, 10 of them has revealed that they prefer to be reached through personal email for promotion notifications. Reasons for choosing the method of Email are mainly based on: 1) their privacy 2) it's not all the time convenient for phone calls 3) does not cause any wastes such as paper waste. Besides the methods of Text Message, Email and Phone Call, door-to-door flyer is another method that has been introduced by Mr. Zhang, one of the interviewees. However, the price of such promotion is relatively high. Considering

on the limited customer range, door-to-door promotion could possibly cause huge amount of wastes.

Customer Order Service

It allows customers to order products by leaving their telephone numbers. Once the ordered products are arrived, staff will call the customers back about the arrival. Personal customer relationship is established through this communication method, which is the most essential advantage of this service. Yet by the observation, a certain amount of waste is caused by it. In other word, customers' requirements affect manager's decisions on product ordering. The uncertain popularity of the ordered product might be the worst sellers. This is one way of causing wastes. The other way is customers' reliability. It happened that customer never appeared to pick up his/her orders. Apparently, if the ordered products have short shelf life, problems occurred.

Customer order service has the problem of product waste, which is caused by customers' reliability and manager's order decision. There is one example, once a lady ordered 50 packages of Thai fresh chili. She left her cell number and promised to come back after we call her about the arrival. The ordered chili arrived a week later, but she waited for about two weeks to buy it after the call. The regular ordering amount of Thai chili is between 20 to 25 packages per week, but on that week we ordered 75 packages. The shelf life of fresh chili is 3 to 5 days. So the result is that when the customer came back again, half of the chilies ordered for her were sold out with discount price, and the left ones are not fresh. Both were not happy. The customer thought that she could get her ordered 50 packages of Thai fresh chili, and the retailer thought that the customer should have kept her promise.

A VIP Membership System may help to relieve the problem of customer ordering. Compare with the words from a customer who visits the store once a year, words from a frequent visit customer are more valuable. VIP membership system helps to determine customers' loyalty. It is difficult to judge one's honesty, especially to the ones who may not come back to visit for ever. In addition, manager's ordering decision does not only depend on customers' orders, but also considers the product

price and sales potential. A previous contact with customers on price and amount is necessary.

Here are some aspects need to be considered to avoid such unpleasant circumstances:

- Put Customer Order Service as one of the VIP membership services.
- Consider the previous selling situation of the ordered products. (Eg. Customer ordered A product, but A product was one of the worst selling products before.)
- Consider the shelf life of products. (Eg. Fresh vegetables and fruits have maximum 7 days shelf life, and others have longer shelf life.)
- Consider the order amount, deposit/prepaid method is necessary for large amount of ordering.
- Contact with customer before and after the order. (Eg. Agree on price, arrival date, and time period of keeping.)

Internet

Internet is one of the main methods of direct marketing. The internet impacts upon marketing in two main ways: distribution and communication. (Fill 2005, 262) Internet provides a means of reaching huge new audiences and enabling the provision of vast amount of information. Since most of the forum and community website has the function of share and email reminder, it is also another way to reach customers by their personal emails. The source of internet is free and wide. The following tactics can be used for Supermarket O. in the future:

Forums (www.chineselist.com and www.kina.cc): These two forums are both for Chinese people who live in Finland to communicate on studying, living, and working. Create an account of Supermarket O., and post the recent arrivals and promotion news on them. Both of the forums have the service of sending posts to registers by email, it helps to reach more customers who lives in Finland. Sometimes people post their complaints of stores on it, it is a good way to listen to customers as well.

On-line Community (www.facebook.com and www.xiaonei.com): Find us on facebook! www.xiaonei.com is another on-line community commonly used by Chinese. These two websites have similar functions as each other, users can share

pictures, videos, and other information, and users' new actions are posted on their friends' front page. A navigation bar of such on-line community can be shown on the official website.

6.5 Sales Promotion

Sales promotion plays a strategic and tactical role in the marketing communication mix. It is all about getting consumers to do things. Its spread influence in the marketing communication mix is not limited to immediate economic response but also to long-term relationship establishing. (Dahlen et al 2010, 429) Even some promotional activities do not immediately solicit a sale; they are still useful to call consumers' action in the future.

Purpose of sales promotion is to dramatize the selling of merchandise and get prospective customers to buy merchandise, and the sales promotion also tends to project image and attract publicity. Dahlen (2010) provides a list of the key objectives of sales promotional activities, and they are:

- Educating customers and affecting target customers awareness of the brand.
This objective is mainly for people who do not use any products in the category and people who are not noticed about the brand. The sales promotion aims to increase the awareness of the brand among target customers.
- Helping the conversion of prospects.
Customers' prospects are various and customers' buying habits are massive different. Their prospects and buying habits can be changed by certain sales promotion activities. For instance people who buy the 'right' product most or all of the time. One tactic can be used is to increase their shopping timing in order to increase the consumption possibility.
- Encouraging the early trial and eventual adoption of new products.
Offering samples and trials to customers can lead some of them becoming consumers of new products.

- Attracting competitor and potential customers.

Sales promotion aims to break the loyalty between these potential customers and competitors. Sales promotion can offer activities such as extra-bonuses to persuade potential customers to switch the brand.

- Encouraging increased usage of the brand.

The other objective is to increase the brand loyalty. Sales promotion can provide activities for instance shopping ticket return to sustain their customers.

- Cross-selling and up/down-selling product.

In simple words, both of the two model of selling means to “sell more”. The cross-selling indicates a key product that causes a chain of products. Sales promotion objects to increase the overall sales by bringing out one product and then drawing out a series of product that can offer to the customer. Up/down-selling refers to the upgrade or downgrade shopping. For instance people who consistently buy the expensive brands, the sales person can make price less important by supplying added value to the customer.

Sales promotion is one of the main methods to strengthen customer loyalty. Since supermarket O. is based on a business that has strong depend on culture, sales promotion of supermarket O. was mainly based on traditional festivals and traditional Chinese stuff. VIP membership system is a long-time-planted idea, and Mrs. Zhou remarked that it is a good chance to know customers’ opinions towards VIP membership system. (X.Y. Zhou, Manager Interview on 27 March 2011) Based on the objectives of sales promotion listed above and author’s research results, the following methods are chosen to develop marketing communications between supermarket O. and its customers.

Festival Sales

Festival includes traditional Chinese festival and western festivals. Chinese festivals conclude festivals such as Chinese New Year Festival, Lantern Festival, Mid-

Autumn Festival, and Dragon Boat Festival. Western festivals are consisted New Year, Easter's, Christmas, and so on. The special festival sales are specialized on traditional Chinese festivals. One principle of the sales is "Time limited and amount limited". Supermarket O. has carried out several in-store festival sales before, and it has been very effective in promoting special festival food and relative products. Yet another term of sales can be carried out for western festival. Since the supermarket merely sells western products, a discount method can be used for western festivals. Techniques such as fliers and in-store POP are necessary to be used to gain customer's recognition.

Table 5. Previous Festival Promotion Participation

Yes, I have participated in festival promotion before.	No, I have not participated in such promotions before.
13	7

Results in table 5 are gathered from 02 March 2011 till 31 March 2011 from customer interviews.

Table 5 presents the proportion of participating previous festival promotion among 20 interviewed customers. It is shown that 13 out of 20 interviewed customers have participated in such promotions, and 7 of them indicated that they have not participated in such activity. I have to say that there are several reasons behind this 7 customers: 1) they are not aware of the festivals; 2) they are not aware of the store; 3) they are not interested at all. It is difficult to determine or change one's interests; however, the first two reasons are changeable by spreading Chinese culture and joining public celebrations.

VIP membership

VIP membership system strengthens customers' loyalty. It encourages customers to visit the store more frequently. According to customer interviews, 65% of customers think that VIP membership will enhance their visits to the shop, 25% of customers do

not think that they will apply for VIP membership, and 10% of them do not know whether or not VIP membership system will affect their buying behavior. From the research result above, VIP membership is useful to invest and it is essential to create a strong customer loyalty. Table below (Table 5.) has shown the answer frequency given by interviewees during 20 customer interviews.

Table 6. Interviewees' Answers of "Do you think we should create a membership card system?"

YES 13	Discount	13	NO 5	Not Interested	3	I Don't Know 2
	Bonus/Gifts	10		Not Live in Helsinki	5	
	Free Voucher	13		Do Not Visit Often	4	
	Free Delivery	4				
	Extra Notification	8				

Testing Trial

Testing Trial is a kind of promotional activity that supermarket usually uses for new products. It used to have such activities such as "Try the New Biscuits!", "Mooncake Is Not From Moon", and "Chinese Tea Testing Trial", which was carried out from 26 March 2011 to 27 March 2011. Fortunately, I have the chance to participate in the "Chinese Tea Testing Trial", and several facts are found out during the observation.

Fact 1, there are 71% customers tried testing products. This proportion is quite overwhelming. From this number, it is not difficult to say that testing trail is effective in attracting customers' attention. This is important for new launched products, offer free tries help to gain customers' recognition on new products and lower their risks in buying them. Customers may find an obvious difference between the new products and the old ones in their minds after trying.

Fact 2, among the customers who have tried the new products, nationality is divided as the following figure shows.

Figure below, (Figure 11.) presents customers' nationality of those tried new products in the test trial. Result is collected by observation from 26 March 2011 to 27 March 2011 in "Chinese Tea Testing Trial".

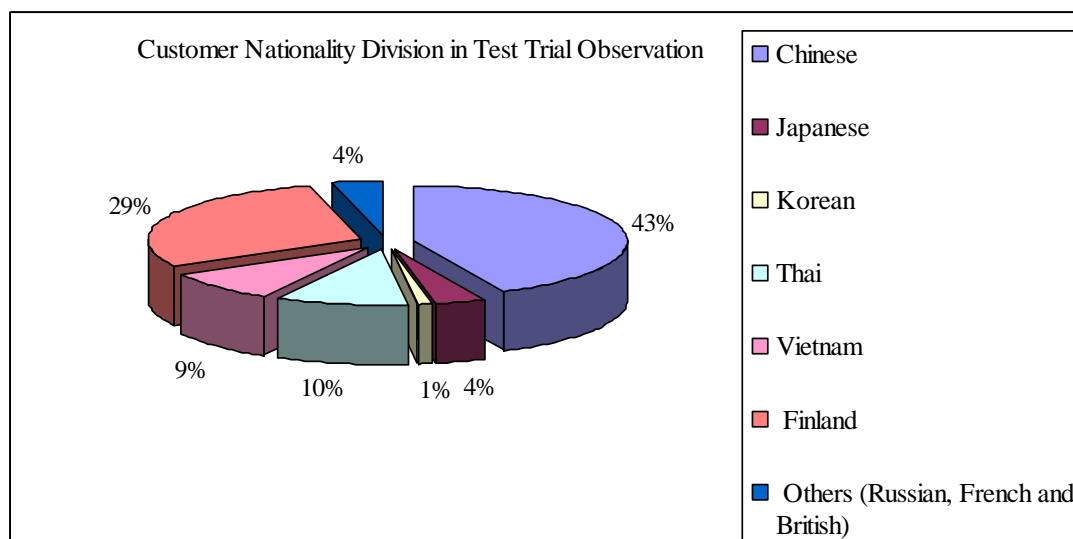


Figure 11. Customer Nationality Division in Test Trial Observation

From the figure above, Chinese people is the main source of customers who are interested in the new products. The second largest number of customers is local Finnish. Although this fact is related to the nationality division of the target customers, it is also related to people's buying ability and buying habit of different customers with different nationality. Considering on the price of Chinese tea sold in supermarket O., which is relatively high priced. I have to say that this test trial is effective in determining customers who can afford high priced products. However, this conclusion is also based on the following fact.

Fact 3, numbers of products sold. The following figure presents the selling results of the Chinese tea products.

Table 7. Selling Results of Tea and Related Goods

Selling Results		Tea Related Goods	
Tea			
Jasmine Tea (18,80 €/50g)	13 pcs	Green Tea Candy (3,80 €/200g)	13 pcs
Oolong Tea (16,50 €/50g)	10 pcs	Green Tea Powder (5,50 €/250g)	4 pcs
Green Tea (28,80 €/50g)	9 pcs	Green Tea Eggroll (3,50 €/300g)	4 pcs
Flower Tea (6,80 €/50g)	8 pcs	Green Tea Drink (1,50 €/200g)	57 pcs
Lemmon Tea (9,80 €/50g)	12 pcs	Oolong Tea Drink (1,50 €/200g)	32 pcs
Red Tea (17,80 €/50g)	11 pcs	Red Tea Drink (1,50 €/200g)	49 pcs
Other	7 pcs		

The table presents the selling results of the products that put on the testing trial. The selling results are recorded in Kassa computer and I had them sorted out on 28 March 2011 with the help of Ms. Y. Huang, the cashier, with permission.

From the results shown above, it is easy to tell that the tea drinks that with the lowest prices are the best selling products. Apparently these customers are price sensitive, and they look for fun and tasty rather than healthy. From my observation, I can determine these customers are between the age of 15 and 29. Customers among this age have relatively low buying ability, which is strongly related to their income, and they tend to try fancy stuff based on product package and tastes. On the other hand, people aged 30+ pays more attention on their life quality, healthy, and nutrition in food. This amount of people tends to have higher buying ability, considering on their job stability and income. The selling results of Tea, especially the expensive ones, have processed a small boost in sales.

6.6 Personal Selling

Personal selling is an excellent tool for reaching business customers and consumers on a one-to-one base to generate dialogue, learn more about customer needs, and present complex or customized information. (Wood 2002, 99) It is a face-to-face two-way communication, in which a representative of the seller interprets a customer need or problem by presenting brand benefits. Activities of personal selling can be

served at various stages in the buying process of both the consumer and B2B market. This is because the potency of personal communications is very high and messages can be adapted on the spot to meet the requirements of consumers. (Fill 1995, 409) However, personal selling is the most expensive and labor intensive element of the communications mix. It is generally agreed that personal selling is most effective at the later stage of the buying process, rather than at the earlier stage of awareness building.

Following issues are stated by Fill (2005) as the tasks of personal selling:

- Prospecting – Finding new customers.
- Communication – Informing various supervisors and feeding back information about the market.
- Selling – Finding new customer and getting closer.
- Information gathering – Aimed at information acquisition, involves in reporting information about the market and on individual activities.
- Servicing – Consulting, arranging, counseling, fixing and solving various customer problems.
- Allocating – Place scarce products and resources at times of shortage.
- Shaping – Building and sustaining relationships with customers and other stakeholders.

Personal Selling

Personal selling is only offered to customers for launching new products and special offers in the store along with testing trail or spreading fliers. Personals are trained about the products before the promotion, as well as the prepared and decorated shelves before the promotion. Personal selling involves a two way communication with customers, for solving customers' questions or needs. A good communicational skill is necessary. In the case of supermarket O., one essential issue is the language. The sales person has to be capable to speak at least Finnish, Chinese, English, and Cantonese. (X.Y. Zhou, Manager Interview on 27 March 2011)

6.7 Public Relations

The component of public relations in the marketing communication mix is a management function which provides visibility for an organization and it is also a tool for use by all organizations. The tool of public relations refers to the planned and sustained effort that the organization created to maintain goodwill and understanding with its public. (Dahlen et al 2010, 429) The public relations help to analyze the marketing trends, predict the consequences and implement the plans that serve both the organizational and the public interest. (Public Relations Educational Trust, 1991. cited by Fill 1995, 387)

Public relations methods and techniques are: media relations, publicity and events, lobbying, sponsorship and corporate advertising. (Fill 2006, 679) According to the budget and current status of supermarket O., author has developed the following tactics and methods to communicate with customers by the mean of public relations.

Mrs. Zhou indicated that supermarket O. has chances to attend public events such as Mid-Autumn Tea Party 2010, Chinese New Year Celebration 2010&2011, etc. However, considering on some issues, supermarket O. refuted to attend these public events in the previous years. Mrs. Zhou mentioned that in Chinese New Year 2011, Xin Hua News from CCTV (China Central TV) have interviewed and broadcasted supermarket O. for Chinese New Year Event. Also, Mrs. Zhou reveals that supermarket O. could probably participate in the events in the year of 2011 and 2012. (X.Y. Zhou, Manager Interview on 27 March 2011) Based on the interview with Mrs. Zhou, author has indicated the following plan and activity for supermarket O. in the year 2011 and 2012.

Publicity and Events

This type of method is critical for an organization. This is because it may raise various doubts of the organization. The main event activity areas can be distinguished as: product, corporate, and community events. (Fill 2006, 679)

Publicity and events can be held by cooperating with Embassy of China, mainly on cultural and traditional events. Since the method of publicity and events may raise various doubts and sayings of the organization, these events that supermarket O. attends need to be positive and respectful. As it is mentioned above, Chinese Festival Celebrations, Chinese Art and Calligraphy Exhibition, China Exhibition, and Box Supper, etc. could be good choices.

Chinese New Year Celebration (Kiinalainen Uusivuosi) in Helsinki is an effective way to gain people's recognition of the brand. Chinese New Year Celebration, hosts by the cities of Beijing and Helsinki, has been celebrated in Helsinki for the fifth time. "The event features a number of performances, including ferocious battle scenes of the Beijing Opera, colourful lion and dragon dances and plenty of activities for children. The Chinese market and the immensely popular food market bring along colour, flavour and life to the hibernating Lasipalatsi Square." (Chinese New Year in Helsinki! 2010, City of Helsinki Cultural Office Official Website) According to the chair of the Finland–China society, Veli Rosenberg, "the celebration in Helsinki gathers up basically all of the Chinese living in Finland as well as ordinary Finns and is, therefore, a very natural cultural encounter."(Celebrate Chinese New Year 2011, Helsinki Times Official Website) Chinese New Year Celebration, as the biggest celebration of Chinese festival in Finland, it is a valuable method to attract current and potential customers' attention.

Contact information of optional cooperaters are listed in APPENDICES of the version for supermarket O. but it is removed from public version considering on business privacy.

Statistics showed in the following chart are gathered by customer surveys. The pie chart shows customers' acknowledge and recognition of Chinese New Year Celebration.

Table 8 Customer Survey Answers of “Have you ever attended celebrations for Chinese New Year?”

Yes, I have attended.	I have heard of it, but never attended.	I have never heard of it, and I have never attended.	I am not interested.
52	51	31	10

Results were gathered from 19 March 2011 to 21 March 2011 in supermarket O., total number of surveys sent out is 150 and total number of customers who offered their answers is 144.

According to Table 6, there are 52 current customers have attended Chinese New Year Celebration before, and 51 of them showed that they have heard of it. This people are able to become loyal customers of supermarket O. with the help of such public event based on their interests in Chinese culture. Those people who have head of it are able to see the advertisement or promotion of supermarket O., and it will affect their decisions among competitors and supermarket O. In addition, with the help of such public events, potential customers are able to be attracted to the store or the brand name. Yet 31 current customers have not heard of it. As far as I know, such public event is usually posted on various newspaper and broadcasted by TV. This number of customers tend to have low acknowledge of Chinese culture, and this amount of people can be determined as customers who does not sustain a long-term relationship with supermarket O.

Media relations

It consists of a range of activities designed to provide media with information. The intention is to pass the information to the customers by the means of media. Tools of this method are: Press releases, press conferences, and interviews. (Chris 2006, 679)

According to the interview with Mrs. Zhou, she said proudly that supermarket O. has gained attention among media, especially in the time of Chinese festivals such as Chinese New Year and Mid-autumn Festival. Manager of supermarket O. has been interviewed by Xin Hua News, China’s Central TV for both Mid-Autumn Festival 2009 and Chinese New Year 2010. Although the previous experience of interview

and news publish, supermarket O. does not sustain a strong relationship with media. Media is a good way to gain people's recognition; however, supermarket O. has to attract media in the first place. News published about supermarket O. has to achieve a win-win situation with media. Based on the product and customer uniqueness of supermarket O., a lot of shop promotions are related to Chinese culture and traditions. Movements to exposure itself in front of media are necessary, and they have to be positive. Supermarket O. has the advantage and network relationship with embassy of China, Finland-China Society, and Chinese Student Union of Helsinki University. These organizations all have powerful reputation and persuasiveness among Chinese who live in Finland. It is essential to develop a good relationship with these organizations and gain opportunities to participate in public events, sponsorship, and attention of media. For instance, Box Supper, Tea Party, Chinese Art and Calligraphy Exhibition, and China Exhibition, etc. Japanese earthquake can be cited as a good example. About three days after earthquake in Japan, people are organized together in Kamppi Square for blessing Japan, and street donations are organized by Red Cross in the mean while. Tactics such as providing free candles or business donation could be very effective to maintain good will among people and attract media.

Corporate Advertising

It is the combination of the best of advertising and the best of public relations. It is advertising on behalf of an organization rather than its products of services, and it has long association with public relations rather than the advertising department. (Fill 2006, 679)

Sponsorship

One party permits another an opportunity to exploit an association with a target audience in return for funds, services, or resources. (Fill 2006, 679)

Corporate Advertising and sponsorship in public events such as Chinese New Year Festival is a good choice to gain public's attention and recognition. Both of these two methods can be achieved by cooperating with public events. Negotiations between

supermarket and event holders are necessary. Both parties have to agree on the cooperating term and return. Considering on the investment and cost that might be involved, these two methods need to be considered in a long term.

Contact information of optional cooperaters are listed in APPENDICES of the version for supermarket O. but it is removed from public version considering on business privacy.

7 FINAL REMARKS

The objective of the thesis is to craft a thorough analysis for supermarket O., which concludes related information in terms of theoretical research and marketing research. The paper aims to analyze marketing environment, identify customers, and introduce new marketing communication methods/tactics that serve to achieve long-term marketing goal of supermarket O. The study is successful in solving identified research problems and achieving three objectives indicate as above.

The process of thesis is longer than it is expected. It is mentioned that the beginning is hard, partially on the subject and partially on my introspection towards the process. The bottleneck of this study is in developing theories. In the overall plan, I intend to develop a marketing plan by applying marketing mix and environment analysis. However, the more I read, the more I doubt myself. At that time I had already set up all the objectives and structure. However, the framework and line of structure are revised after a complete reading, which leads to a totally different but more specific direction of the contents. However, no matter how hard it goes through, it is considerable and worth with merit as long as it leads to a piece of satisfactory work.

The most valuable outcome is the customers' opinions. In order to ensure the reliability of the research results, I used every methodology more than once. For instance, I took two customer surveys and two observation lists. Because it happens that the research results are not the same on another occasion. So I choose the samples carefully, and try to achieve as varied samples as I can. Data and results

from these researches are as basis to support every analysis. Also, these results are valid to consider, I am confident that they can be generalized to a larger population. Analysis on marketing environment, customers and competitors is coherent to Supermarket O.'s business. I believe that such analysis is helpful and useful for Supermarket O. for its future development. Despite analysis are theoretical, they give a crystal clear picture of the market, customers, and competitors. Except analyzing the current marketing communication methods that Supermarket O. is using, I also introduced new communication methods that are applicable to Supermarket O. In my opinion, these methods are very practical, and most importantly, suitable for Supermarket O.

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Customer Interview Questions (English)

Interviewee Info.

- Interviewee Nationality
- (Interviewee Age)
- Interviewee Occupation
- Location

Interview Questions

- How long time have you been our customer(s)?
- How did you first found out (or heard) about the shop?
- How often do you shop here?

IF THIS IS NOT THE FIRST TIME TO VISIT:

- What do you usually buy from our supermarket?
- May I ask why do you choose our supermarket rather than the others?
- Do you think we should create a membership card system?
 - IF YES:
 - Do you think that the membership system will enhance you to visit our supermarket more frequently?
 - What are the preferred services you would advice us to offer to the members?
 - IF NO:
 - Why? Can you tell me your reasons?
- Do you wish to be notified when we get new products or when we have any promotional activities?
 - IF YES:
 - ◆ Have you ever received our email about the new products?
 - IF YES:
 - What do you think about it?
 - Is there any other ways you wish to be notified except email? Via phone call, mail, or text message.
 - IF NO:

- In which way would you like to be noticed? Via phone call, text message, mail, or email.

IF NO:

- ◆ May I ask for the reasons please?

- **Have you ever heard about our previous festival promotions?**
- **Have you ever taken advantage of those promotions?**
- **Here is the one to five scale. If the rating 5 stands for “Very Satisfied” and rating 1 stands for “Not Satisfied at all”, how would you rate our customer services?**

(If the rate is below 3, ask for reasons and advices.)

- **On the same rate of the one to five scale, how would you rate our product quality?**

(If the rate is below 3, ask for reasons and advices.)

- **On the same rate of the one to five scale, how would you rate our price?**

(If the rate is below 3, ask for reasons and advices.)

IF IT IS THE FIRST TIME TO VISIT:

- **How do you feel about your shopping here?**
- **What kind of products are you interested in?**
- **Did you find what you want?**

IF YES:

- ◆ How do you feel about the services and prices?
- ◆ Do you wish to be notified when we get new products or when we have any promotional activities?

IF YES

- In which way would you like to be notified?
 - A. Public Communication. (Via Public Advertisement, Websites and Public Activities, etc.)
 - B. Personal Communication. (Via phone call, text message, mail or personal email.)

IF NO:

- If the rating 5 stands for Excellent and rating 1 stands for Poor, what rate will you give to Oriental Supermarket based on your shopping experience?

(If the rating is below 3, ask for reasons and advices.)

IF NO:

- ◆ What kind of products are you looking for?
- ◆ Would you like to order it from us? We will contact you once it is arrived, and to make the order is free of charge.

Customer Interview Questions (Chinese)

受访者个人信息

- 国籍
- (年龄)
- 职业
- 采访地点

采访问题

- 您从什么时候开始惠顾本超市？
- 您是怎么知道这家超市的？
- 您一般多长时间来一次？

如不是第一次惠顾：

- 您通常都买些什么？

- 请问您为什么在众多亚洲超市中选择我们呢？

- 您认为本店有没有必要建立会员卡制度以回馈客户？

如回答为“有”：

- ◆ 您是否认为建立会员制度会促使您更频繁地光顾我们的超市？
- ◆ 您希望我们为会员提供哪些服务？

如回答为“没有”：

- ◆ 为什么？能告诉我原因吗？

- 您是否希望在本店到货或开展促销活动时得到通知？

如答案为“希望”：

- ◆ 您曾经收到过我们有关新产品的电子邮件吗？

如答案为“有”：

- 您对此有什么看法？
- 除了电子邮件，您还希望通过哪种方式让我们和您取得联系？
电话，文字短信或邮件。

如答案为“没有”：

- 您希望我们通过哪种方式和您取得联系？电话，文字短信，邮件或电子邮件。

如答案为“不希望”：

- ◆ 请问为什么呢？

- 您曾经有没有听说过本店的节日宣传呢？

- 您参加过吗？

- 这是一个一到五分的评分问题。如果 1 分表示“完全不满意”而 5 分表示“非常满意”，您对本店的导购员是否满意？在向导购员问询后是否能够得到有效的帮助？

（如果分数低于三分，问原因和建议）

- 同样还是一到五分的评分问题。分值和上题一样，您对本店的产品质量是否满意？

（如果分数低于三分，问原因和建议）

- 同样还是一到五分的评分问题。分值和上题一样，您能给本店的产品价格打几分？

（如果分数低于三分，问原因和建议）

如是第一次惠顾：

- 您感觉这次购物怎么样？

- 请问您对哪些产品比较有兴趣呢？

- 那请问您是否找到了您想要的产品呢？

如答案为“是”：

- ◆ 您感觉我们的服务和价格怎么样？

◆ 您是否希望在本店到货或开展促销活动时得到通知？

如答案为“希望”：

● 您希望我们采用哪中方式通知到您？

A. 公共通知。（通过公共广告，网站和公共活动等。）

B. 个人通知。（通过电话，文字短信，邮件或个人电子邮箱）

如答案为“不希望”：

● 这是一个一到五分的评分问题。如果 1 分表示“非常差”而 5 分表示“非常好”，您能给您本次购物打几分？

（如果分数低于三分，问原因和建议）

如答案为“否”：

◆ 您在找什么产品呢？

◆ 您是否希望从我们这里预定？一旦产品到货我们会通知您前来购买，并且，预定并不增加任何额外费用。

Focuses of Observation

1. Buying Behavior

a) Product

- ☐ Snack ☐ Dim Sum ☐ Vegetable ☐ Ingredient
☐ Drink
☐ Frozen Seafood / meat ☐ Noodle / Rice Noodle ☐ Rice

☐ Non-food Product

b) Product Produced Location

- ☐ China ☐ Japan ☐ Korea ☐ Thailand
☐ Vietnam ☐ Other

c) Satisfactory of Product Ordering

- ☐ Satisfied ☐ Not Satisfied (Complained)

d) Attitude towards Email Promotion

- ☐ Asking for More Info. ☐ Not Aware

e) Attitude towards Promotion Activities

- ☐ Asking for More Info. ☐ Not Aware

2. Customer Range

a) Nationality

- ☐ China ☐ Japan ☐ Korea ☐ Thailand ☐
☐ Vietnam ☐ Finland
☐ Other

b) Age

- ☐ 10~20 ☐ 20~30 ☐ 30~40 ☐ 40+

c) Gender

- ☐ Female ☐ Male

3. Attitude towards other Asian Food Supplier

- Asian Supermarket ☐ Good Attitude ☐ Bad Attitude ☐

Other

- Vietnam Vii Von ☐ Good Attitude ☐ Bad Attitude ☐

Other

- Indian Shop ☐ Good Attitude ☐ Bad Attitude ☐

Other

- Japanese Shop ☐ Good Attitude ☐ Bad Attitude ☐

Other

Observation 2 (Test Trial)

1. Notice of the promotions.

☐ Yes

☐ No

2. Customer's Reaction

☐ Try

☐ Walk Away

3. Nationality

☐ China

☐ Japan

☐ Korea

☐ Thailand

☐ Vietnam

☐ Finland

☐ Other

4. Age

☐ 10~20

☐ 20~30

☐ 30~40

☐ 40+

5. Gender

☐ Female

☐ Male

6. Number of Products Bought After Testing (Promotion Products)

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

☐ 5+

Interview Questions (Manager)

采访问题（经理）

Name:

姓名：

Title:

职位：

Date of Interview:

采访日期：

1. What are the objectives that you wish to achieve by this plan?

您这份策划的期望目标是什么？

2. Who are the target customers?

谁是我们的目标客户？

3. Who are the competitors?

谁是我们的竞争对手？

4. Can you describe your marketing strategy?

您能否具体描述一下本店的市场策略？

5. What are the pros and cons compared to the competitors?

和竞争对手相比较，您认为我们有哪些长处和短处？

Please indicate from the aspects of: Price, location, service, customer range and product range.

请从以下几方面阐述：价格，地段，服务，客户种类和产品种类。

6. Marketing communication mix:

营销沟通组合：

a) Advertising: 广告

i. Have you ever used the method in advertising (eg. TV, radio,

newspaper etc.)?)

你们曾经用过广告这个方式吗？（例：电视，广播，报纸等。）

ii. Do you wish to use this method (again)?

你们希望（继续）采用这个推销方式吗？

iii. Reasons.

原因

iv. IF YES (to ii): Which exact means do you wish to use? Where and when you wish to carry it out? What is the maximum budget that you could afford in the future (next one year)?

如果希望继续采用：您希望通过什么方式呢？您希望在哪里并且什么时候使用呢？您在后面的一年中能给这个项目多少预算呢？

b) Direct Marketing: 直接营销

i. Have you ever used this method (eg. Direct mail/email, fliers, text message, etc.)?)

你们曾经用过这样的营销方式吗？（例：直接通过客户的邮件/电子邮件推销，宣传单，短信，等。）

ii. Do you wish to use this method (again)?

你们希望（继续）采用这个推销方式吗？

iii. Reasons.

原因

iv. IF YES (to ii): How do you wish to achieve it? Where and when you wish to carry it out? What is the maximum budget that you could afford in the future (next one year)?

如果希望继续采用：您希望通过什么方式呢？您希望在哪里并且什么时候使用呢？您在后面的一年中能给这个项目多少预算呢？

c) Sales Promotion 产品促销

i. Have you ever used this method (eg. Product testing trial, special offers, discount sales, etc.)?)

你们曾经使用过这个推销方式吗？（例：产品试吃，特价优惠，特别促销，等。）

ii. Do you wish to use this method (again)?

你们希望（继续）采用这个推销方式吗？

iii. Reasons.

原因

iv. IF YES (to ii): How do you wish to achieve it? Where and when you wish to carry it out? What is the maximum budget that you could afford in the future (next one year)?

如果希望继续采用：您希望通过什么方式呢？您希望在哪里并且什么时候使用呢？您在后面的一年中能给这个项目多少预算呢？

d) Personal Selling 个人推销

i. Have you ever used this method (eg. Trained personal seller)?

你们曾经使用过这个推销方式吗？（例：专业推销员）

ii. Do you wish to use this method (again)?

你们希望（继续）采用这个推销方式吗？

iii. Reasons.

原因

iv. IF YES (ii): How do you wish to achieve it? What is the maximum budget that you could afford (next one year)?

如果希望继续采用：您希望通过什么方式呢？您在后面的一年中能给这个项目多少预算呢？

e) Public Relations 公共关系

i. Have you ever used this method (eg. Sponsorship, public event participation, media report, etc.)?

你们曾经使用过这个推销方式吗？（例：赞助，参加公众活动，媒体报道，等。）

ii. Do you wish to use this method (again)?

你们希望（继续）采用这个推销方式吗？

iii. Reasons.

原因

iv. IF YES (to ii): How do you wish to achieve it? When and where do you

wish to carry it out? What is the maximum budget that you could afford?

如果希望继续采用：您希望通过什么方式呢？您希望在哪里并且什么时候使用呢？您在后面的一年中能给这个项目多少预算呢？

Customer Survey Questions 1 (English)

1. Are you satisfied with you shopping today?
☐ YES ☐ NO

2. Which of the following you may advice us to improve?
☐ Product ☐ Shopping Environment ☐ Service ☐ Others

3. Do you wish to come back again?
☐ YES ☐ NO

Customer Survey Questions 1 (Chinese)

1. 您对本次购物是否满意?

☐ 满意 ☐ 不满意

2. 您认为我们在以下哪方面需要得到提高?

☐ 产品 ☐ 购物环境 ☐ 服务 ☐ 其他

3. 您是否会再次光临?

☐ 是 ☐ 否

Customer Survey 1 Results

Questions	Answer Frequency			
Are you satisfied today?	Yes	103	No	46
Where we can improve?	Product	57	Shopping Environment	34
			Service	22
			Others	36
Will you come back?	Yes	145	No	4

Results were gathered from 11 March 2011 to 13 March 2011 in supermarket O., total number of surveys sent out is 150 and total number of customers who offered their answers is 149.

Customer Survey Questions 2 (English)

1. How did you find us?

- ☐ Friends and Relatives ☐ Posters and Other Prints ☐ Official Website
☐ Search Engine ☐ www.chineselist.com ☐ www.kina.cc
☐ Newspaper, Magazines and Journals ☐ Other

2. Are you familiar with Asian food products?

- ☐ Yes, I know them very well. ☐ Yes, I know a little bit.
☐ Not really, but I am interested. ☐ Not, I am just curious.

3. Do you wish to receive our reminder about traditional Chinese festivals?

- ☐ YES ☐ NO

4. In which way you wish to be notified by us about our sales promotions?

- ☐ Email ☐ Phone Call ☐ Text Message
☐ No, I do not want to be reached personally.

5. Have you ever attended celebrations (eg. Miao Hui) for Chinese New Year?

- ☐ Yes, I have attended.
☐ I have heard of it, but I have never attended.
☐ I have not heard of it, and I have never attended.
☐ I am not interested.

Customer Survey Questions 2 (Chinese)

1. 您是通过什么知道到我们的？

- | | | |
|--------------------------------|---|---|
| <input type="checkbox"/> 朋友和亲戚 | <input type="checkbox"/> 海报和其他印刷物 | <input type="checkbox"/> 官方网站 |
| <input type="checkbox"/> 搜索引擎 | <input type="checkbox"/> www.chineselist.com | <input type="checkbox"/> www.kina.cc |
| <input type="checkbox"/> 报纸和杂志 | <input type="checkbox"/> 其他 | |

2. 您希望收到有关中国传统节日的提醒吗？

- | | |
|-----------------------------|------------------------------|
| <input type="checkbox"/> 希望 | <input type="checkbox"/> 不希望 |
|-----------------------------|------------------------------|

3. 您希望我们以怎样的方式通知您有关我们的促销活动？

- | | | |
|-------------------------------------|-----------------------------|-----------------------------|
| <input type="checkbox"/> 电子邮件 | <input type="checkbox"/> 电话 | <input type="checkbox"/> 短信 |
| <input type="checkbox"/> 不，我不希望被通知。 | | |

4. 您曾经参加过中国新年的庆祝活动吗？（比如：庙会）

- | |
|-------------------------------------|
| <input type="checkbox"/> 参加过 |
| <input type="checkbox"/> 听说过，但没参加过 |
| <input type="checkbox"/> 没听说过，也没参加过 |
| <input type="checkbox"/> 不感兴趣 |

Customer Survey 2 Results

Questions	A1	A2	A3	A4	A5	A6	A7	A8
How did you find us?	49	12	0	6	18	35	8	16
Are you familiar with Asian Food?	67	42	26	9				
Reminder about Chinese festivals?	65	79						
In which way you wish to be notified about out promotion?	87	11	13	33				
Have you ever attended celebrations for Chinese New Year?	52	51	31	10				

Results were gathered from 19 March 2011 to 21 March 2011 in supermarket O., total number of surveys sent out is 150 and total number of customers who offered their answers is 144.